

# **Council (Council Tax) SUMMONS AND AGENDA**

**DATE:** Thursday 28 February 2013

**TIME:** 7.30 pm

**VENUE:** Council Chamber, Harrow  
Civic Centre

**All Councillors are hereby summoned to attend the Council Meeting for the transaction of the business set out.**



Hugh Peart  
Director of Legal and Governance Services

**Despatch Date:** Wednesday 20<sup>th</sup> February 2013

## **PRAYERS**

The Mayor's Chaplain, Imam Anas Mohammed, will open the meeting with Prayers.

### **1. COUNCIL MINUTES (To Follow)**

That the minutes of the ordinary meeting held on 8 November 2012 and the extraordinary meeting on 21 January 2013 be taken as read and signed as correct records.

### **2. DECLARATIONS OF INTEREST**

To receive declarations of disclosable pecuniary or non pecuniary interests, arising from business to be transacted at this meeting, from all Members of the Council.

### **3. MAYOR'S ANNOUNCEMENTS**

To receive any announcements from the Mayor. Information as to recent Mayoral engagements will be tabled.

### **4. PROCEDURAL MOTIONS**

To receive and consider any procedural motions by Members of the Council in relation to the conduct of this Meeting. Notice of such procedural motions, received after the issuing of this Summons, will be tabled.

### **5. PETITIONS**

To receive any petitions to be presented:

- (i) by a representative of the petitioners;
- (ii) by a Councillor, on behalf of petitioners;
- (iii) by the Mayor, on behalf of petitioners.

### **6. PUBLIC QUESTIONS**

A period of up to 15 minutes is allowed for members of the public to ask questions of members of the Executive, Portfolio Holders and Chairmen of Committees, of which notice has been received no later than 3.00 pm two clear working days prior to the day of this Meeting. Any such questions received will be tabled.

### **7. PROPOSED 'VIRTUAL LICENSING PANEL' PROCEDURE (Pages 1 - 6)**

Recommendation I: Licensing and General Purposes Committee  
(26 November 2012)

### **8. CORPORATE PLAN 2013-15 (Pages 7 - 30)**

Recommendation I: Cabinet  
(14 February 2013)

**9. FINAL REVENUE BUDGET AND MEDIUM TERM FINANCIAL STRATEGY 2013/14 TO 2016/17 (Pages 31 - 74)**

Recommendation II: Cabinet  
(14 February 2013)

**10. CAPITAL PROGRAMME 2013/14 TO 2016/17 (Pages 75 - 78)**

Recommendation III: Cabinet  
(14 February 2013)

**11. HOUSING REVENUE ACCOUNT BUDGET 2013-14 AND MEDIUM TERM FINANCIAL STRATEGY 2014-15 TO 2016-17 (Pages 79 - 86)**

Recommendation IV: Cabinet  
(14 February 2013)

**12. TREASURY MANAGEMENT STRATEGY STATEMENT, PRUDENTIAL INDICATORS AND MINIMUM REVENUE PROVISION (MRP) POLICY AND STRATEGY 2013/14 (Pages 87 - 90)**

Recommendation V: Cabinet  
(14 February 2013)

**13. RECOMMENDED CONSTITUTIONAL CHANGES (To Follow)**

Report of the Constitution Review Working Group.

**14. QUESTIONS WITH NOTICE**

A period of up to 15 minutes is allowed for asking written questions by Members of Council of a member of the Executive or the Chairman of any Committee:-

- (i) of which notice has been received at least two clear working days prior to the day of this Meeting; or
- (ii) which relate to urgent matters, and the consent of the Executive Member or Committee Chairman to whom the question is to be put has been obtained and the content has been advised to the Director of Legal and Governance Services by 12 noon on the day of the Council Meeting.

Any such questions received will be tabled.

## 15. MOTIONS

The following Motions have been notified in accordance with the requirements of Council Procedure Rule 14.1, to be moved and seconded by the Members indicated:

### (1) **Fair Deal Motion**

To be moved by Councillor Thaya Idaikkadar and seconded by Councillor Sachin Shah:

“This Council believes that, for a considerable time under successive governments, the grant which it receives from central funds is inadequate for the needs of the residents of this Borough.

This Council notes that for the coming financial year our grant equates to £1,608 for every resident in Harrow. In comparison the neighbouring Borough of Brent gets £3,317 for each of their residents. This equates to an extra £400 million pounds annually.

This Council is unable to understand this disparity given the similarity of both Boroughs’ needs and demography. Further comparison with other London Boroughs presents a similar inequality in Harrow’s annual settlement.

This Council notes that although Harrow has an enviable reputation as a leafy suburb but there are pockets of deprivation which a fair grant would help us address better.

This Council resolves the following:

1. That representations be made to relevant government Ministers and officials to bring this matter to the attention of those in positions of decision making.
2. That Officers are instructed to examine the formula that is used for the funding calculation and to identify parameters that could be considered to unfairly weigh against the interests of the Borough.
3. That Officers are instructed to consult the results of the 2011 census and to establish, where possible, a basis for appeal to the government on grounds of the population characteristics and diversity of the Borough having regard to the characteristics of other comparable Boroughs.”

(2) **Police Service Motion**

To be moved by Councillor Sue Anderson and seconded by Councillor Phillip O'Dell:

“This Council believes that the safety and security of Londoners, including the residents of Harrow, is being put at risk as a result of cuts to police service being pushed through by the London’s Mayor and the Coalition Government.

The Council believes that the unprecedented cuts are going too far and too fast and that these cuts to the budget of the Metropolitan Police Service will inevitably endanger families and communities across London and Harrow. This council believes that the cuts are being carried out without consideration of the impact on Londoners’ safety.

Most inadequate and sham of a consultation undertaken in Harrow by the Mayor’s Office for Policing and Crime (MOPAC) has raised more questions than answered. We have serious concerns about the Mayor’s proposed ‘New Policing Model’ for London and its impact on Harrow and raise the following issues:

1. Reduction of Police: There will be loss of 17 police officers as compared to police officers in the year 2010 (Reduction from 402 to 385).
2. Scrapping of the Safer Neighbourhood Teams (SNTs): Replacing the current dedicated SNT of six in each and every ward of Harrow with only one Police Constable will see the end of the current successful ward-wide policing and leave the local areas exposed to more crime and increase the fear of crime.
3. Base Stations for SNTs: We are concerned that no assurance is given that these will not be closed.
4. Closure of Police Stations and Front Counters: We oppose the plans to close the police stations at Pinner and Wealdstone and oppose the loss of police facilities at the Harrow Civic Centre. The Mayor has promised new and better front counters before closing the police stations but we have not seen any evidence of this for any of our areas in Harrow.
5. Closure of Custody Suites: We are concerned that MOPAC has not yet finally confirmed the future of Harrow’s custody suites which are planned for closure. We are opposed to any such closure as we

do not believe that the alternative of Kilburn is a viable one.

This Council challenges the Mayor's position that the scale of the cuts are necessary and acceptable. This council calls on the Chief Executive of Harrow Council to respond to MOPAC's consultation and oppose the Mayor's planned changes for policing of Harrow. The Council also calls upon Harrow's MPs and Harrow's Assembly Member to oppose the Mayor's plans and draconian cuts in policing which will put Harrow's residents and community at risk from crime and the fear of crime."

**(3) Fire Service Motion**

To be moved by Councillor Navin Shah and seconded by Councillor Ajay Maru:

"This Council believes that the safety and security of Londoners, including the residents of Harrow, is being put at risk as a result of cuts to the fire service being pushed through by the London's Mayor and the Coalition Government.

The Council believes that the unprecedented cuts are going too far and too fast and that these cuts to the budget of the London Fire Emergency & Planning Authority (LFEPA) will inevitably endanger families and communities across London and Harrow. This council believes that the cuts are being carried out without consideration of the impact on Londoners' safety.

We oppose the London Mayor's plans to close 12 fire stations, removal of 18 fire appliances and loss of 520 firefighters. We welcome the potential for an additional fire appliance at Stanmore fire station proposed in the plan but Harrow will still be fully exposed from the downgrading of the fire cover London wide and therefore the real risk of safety and security.

We support the decision taken at the Authority meeting of LFEPA in January requiring amendment of the London Safety Plan 5 requiring the removal of the plans to close 12 fire stations, reduction of 18 fire appliances and loss of 520 firefighters. We also support the Authorities decision requiring a meaningful consultation in each and every borough of London.

We deplore the Mayor's legal direction requiring LFEPA to ignore the democratic decision made by the Authority and impose his closure programme.

This Council challenges the Mayor's position that the scale

of the cuts is necessary and acceptable. This council calls on the Chief Executive of Harrow Council to write to the Mayor of London and the Commissioner of the LFB expressing the concerns of Harrow about the closure plans and imposition of the Mayor's will against the wishes of Harrow and Londoners. The Council also calls upon Harrow's MPs and Harrow's Assembly Member to oppose the Mayor's plans and reckless cuts in the fire service which will put at risk the safety and security of Harrow's residents and community."

**(4) Tory Welfare Reform Act 2012 Motion**

To be moved by Councillor Krishna James and seconded by Councillor Kareema Marikar:

"This Council believes that the Welfare Reform Act 2012 is causing untold anxiety and will cause great distress to vulnerable Harrow residents.

The draconian measures, such as, the capping of rent and the so called 'bedroom tax' is causing families to be uprooted. Children are having to move locations and change schools which could lead to long term instability and future problems.

These short sighted measures will cause long term problems resulting in high costs to the public purse.

This Council resolves to write to the Prime Minister & Deputy Prime Minister urging them to rethink their misguided reforms.

This Council urges its three MPs to raise the matter in Parliament on behalf of vulnerable residents in Harrow."

**(5) Indian Rape Victim / Violence Against Women Motion**

To be moved by Councillor Kareema Marikar and seconded by Councillor Zarina Khalid:

"The recent rape case leading to the murder of Jyoti in New Delhi was a deeply distressing event.

This incident brought into focus the amount of violence perpetuated towards women and lack of value and respect accorded to numerous women around the world, for example:

- Malala was shot in Pakistan for trying to promote education amongst girls.

- In England, a woman giving evidence against a rapist taking her own life during the trial.

These incidents are all linked together with the number of female foetuses aborted in India and perhaps in this country too. According to some estimates 50 million females are missing in India causing gender imbalance.

Mother earth is crying and it is time we took notice!

The Council resolves to:

Take this opportunity to write to the outgoing Borough Commander Chief Superintendent Dal Babu thanking him for implementing a Zero Tolerance policy towards Violence Against Women & Girls during his term of office.

The Council further reiterates its support to all Women's Organisations in the borough especially as we approach International Women's Day/Month in March."

**16. DECISIONS TAKEN UNDER THE URGENCY PROCEDURE - COUNCIL** (Pages 91 - 98)

Report of the Director of Legal and Governance Services.

**17. DECISIONS TAKEN UNDER URGENCY PROCEDURE BY PORTFOLIO HOLDERS, LEADER AND DEPUTY LEADER, AND USE OF SPECIAL URGENCY PROCEDURE** (Pages 99 - 104)

Report of the Director of Legal and Governance Services.



**COUNCIL**  
**28 FEBRUARY 2013**

**LICENSING AND GENERAL  
PURPOSES COMMITTEE  
RECOMMENDATION  
(26 NOVEMBER 2012)**

**RECOMMENDATION I:            PROPOSED 'VIRTUAL  
LICENSING PANEL'  
PROCEDURE**

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# LICENSING AND GENERAL PURPOSES COMMITTEE MINUTES

## 26 NOVEMBER 2012

**Chairman:** \* Councillor Mano Dharmarajah

**Councillors:**

* Sue Anderson (5)	* John Nickolay
* Kam Chana (3)	* Phillip O'Dell
* Ramji Chauhan	* Varsha Parmar
* Mrinal Choudhury	* Bill Phillips (7)
* Susan Hall	* Anthony Seymour
Ajay Maru	* Mrs Rekha Shah (1)
* Amir Moshenson	

\* Denotes Member present  
(1), (3), (5) and (7) Denote category of Reserve Members

### RECOMMENDED ITEMS

#### 91. Proposed 'Virtual Licensing Panel' Procedure

The Committee received a report of the Corporate Director Environment and Enterprise, which set out the proposed procedure for 'Virtual Licensing Panels'. An officer stated that there had been an omission in the recommendation, and it should have specified that the recommendation would require the approval of Council.

The officer advised that:

- following recent changes to the Licensing Act of 2003, both the police and the Environmental Health Authority were now able to object to the

granting of a Temporary Event Notice (TEN) on the basis of any of the Licensing Objectives;

- once an objection notice was received, the licensing authority was obliged to hold a hearing to consider the objection, unless all parties and the authority agreed that a hearing was unnecessary and decided whether or not to issue a counter notice (which would mean that the event could not go ahead);
- rather than having to convene a licensing panel in order to impose the agreed conditions, this could be done via a conference call or 'virtual Licensing Panel made up of members the Licensing Panel Pool (who were not ward councillors for the ward in which the premises was located and subject to any declaration of interests);
- the 'virtual licensing panel', as licensing authority, would be asked to agree that a) a hearing was unnecessary; b) that it did not wish to issue a counter notice, and; c) that it considered it appropriate for the promotion of the licensing objectives to impose the conditions on the TEN. Officers could then notify the decision to the parties and issue the statement of conditions. This procedure would save both time and money involved in convening a Licensing Panel hearing. A hearing would only be necessary where the Members of the 'virtual licensing panel' did not agree to any of above points a-c.

Following questions from Members, the officer advised that:

- under the amended Licensing Act, like the police, the Environmental Health department at the council were now deemed to be Responsible Authorities;
- the 'Virtual Licensing Panel' would be conducted during office hours and take the form of a conference call, with the 3 Members of the Licensing Panel, Licensing officer(s), Legal officer(s) and a Democratic Services officer taking part in the conference call;
- the conference call could be made either to a mobile or landline number and officers would confirm whether Members taking part in the conference call would incur telephone charges;
- the 3 Members of the 'Virtual Panel' would be invited to participate on a rota basis from the Licensing Panel Pool;
- it was not possible to attach further conditions to a TEN, and only those already imposed on a premises would apply;
- annually, the Council received in the region of 500 requests for TENs and about 400 of these received objections;

- the Licensing section maintained a public register which set out data relating to any infringements or nuisance caused by any licensed premises in Harrow.

In view of the very limited time available for agreeing a TEN, Members agreed that Virtual Licensing Panels were a good idea. One Member suggested that one day of the week could be identified as the day for possible Virtual Licensing Panel hearings and relevant Members on the Licensing Panel Pool Rota could ensure that they set aside this date in their diaries. Committee Members agreed to proceed with 'Virtual Licensing Panels', for a trial period, subject to further information about the practicalities and logistics of arranging a conference call being provided to Members.

**Resolved to RECOMMEND:** (to Council)

That the 'virtual licensing panel' procedure in relation to section 106A of the Licensing Act 2003 relating to imposition of conditions on standard temporary event notices in cases where the objection(s) seek the imposition of conditions and all parties agree that a hearing was unnecessary, be approved.

(Note: The meeting, having commenced at 7.30 pm, closed at 9.10 pm).

(Signed) COUNCILLOR MANO DHARMARAJAH  
Chairman

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**COUNCIL**  
**28 FEBRUARY 2013**

**CABINET RECOMMENDATION**  
**(14 FEBRUARY 2013)**

**RECOMMENDATION I:           CORPORATE PLAN 2013-15**

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## RECOMMENDATION I

# CABINET MINUTES

## 14 FEBRUARY 2013

**Chairman:** \* Councillor Thaya Idaikkadar

**Councillors:**

* Bob Currie	* Phillip O'Dell
* Margaret Davine	* David Perry
* Keith Ferry	* Sachin Shah
* Mitzi Green	† Bill Stephenson
* Graham Henson	

<b>In attendance:</b>	James Bond	Minute 583
<b>(Councillors)</b>	Susan Hall	Minute 583
	Barry Macleod-Cullinane	Minute 583

\* Denotes Member present

† Denotes apologies received

## RECOMMENDED ITEMS

### 586. Key Decision - Corporate Plan 2013-15

The Leader of the Council introduced the Corporate Plan, which set out the Council's strategic direction, vision, priorities and key activities for 2013/15 and how these would be funded by the Council. The Leader added that the Corporate Plan was aligned to a two year balanced budget, as part of the Council's continued quest to ensure an integrated approach to planning Council business. It was the first time Harrow had produced a two year balanced budget.

The Leader of the Council spoke of an optimistic future for Harrow despite the financial challenges as a result of the coalition government's cuts agenda. Harrow was a modern, efficient and ambitious Council, which sought to ensure a thriving local economy, whilst protecting the vulnerable members of the society and providing decent homes for all. He was proud that Harrow

was a low cost, high performing Council and that, despite the scale and depth of the savings required, it continued to perform well.

The Leader of the Council was proud to be leading a Council which had achieved so much and continued to look ahead with a radical agenda and initiatives that would suit the needs of a modern and efficient Council. He added that the Corporate Plan assumed the position recommended to Cabinet within the budget papers with regard to the proposed increase in the Council Tax.

The Leader of the Council referred to the Council's positive engagement process as a listening Council which had sought to involve its Partners, including the voluntary sector, the private sector and local residents with a view to giving them an opportunity and a voice to help shape the budget, principles, financial plans, and define a vision for the borough for the future. Their ideas had helped contribute to the Council's final decision-making process in relation to Council services.

Members were informed of the unprecedented challenges facing the Council and the need to target the limited expenditure available. The core outcomes represented current Council business rather than fundamental changes in activity. The Leader of the Council explained that the Council's business was based on outcomes and it was looking to introduce new initiatives to mitigate the consequences of an unfair grant from the government, such as spot fines on those who dropped litter and allowed their dogs to foul the streets as a way of ensuring a cleaner borough. This initiative would help minimise the impact of cuts, which was particularly commended by the Portfolio Holder for Housing. Additionally, the focus would be on delivering services in different ways whilst making savings.

Cabinet was assured that the Council would continue to actively engage with its residents and Partners and build new relationships to help shape Harrow's future with a view to unlocking further major savings, realise invest to save projects and generate income without damaging frontline services.

The Portfolio Holders of Finance, and Performance, Customer Services and Corporate Services made reference to the budget and the Corporate Plan in the context that both provided opportunities for the borough, including an investment in the services provided. They referred to the Council which thrived on being a listening Council, engaging with its residents with a view to defining policy together and making changes when necessary. They congratulated the Leader of the Council on presenting an articulated Corporate Plan for 2013/15 with opportunities to continue with an improvement agenda over the coming years.

The Leader of the Council commended the Corporate Plan 2013/15 to Cabinet and Council.

**Resolved to RECOMMEND:** (to Council)

That the Corporate Plan 2013/15 be adopted.

**Reason for Decision:** To update the Council's Policy Framework and set out the Council's Direction of Travel for the next two years.

**Alternative Options considered and rejected:** None.

**Conflict of Interest relating to the matter declared by Cabinet Member/Dispensation granted:** None.

# Harrow Council

## Corporate Plan

2013 - 15

Final Version 4<sup>th</sup> February 2013

## Harrow Council Corporate Plan 2013 - 15

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## **Foreword by Leader of the Council**

Despite the significant financial challenges we are facing, I believe in a great future for Harrow. We are a well-run, low cost and efficient Council with ambitions to create a thriving local economy, to protect our residents who are most in need and to do our best to ensure everyone has a decent home.

This year's budget, which is balanced for the next two years, has been the most challenging in decades and we have had to make tough decisions to balance the books. Between 2010 and 2015 we will have taken £75m out of a controllable budget of £188m. Our situation is worsened by a historically low grant from central Government which has also meant that, over the years, we have been unable to build up our reserves to the level of other councils. It was with a heavy heart that we decided to raise Council Tax by 2% but this means we are able to keep our libraries and children's centres open, invest in care for the elderly and increase the number of children's social workers we employ. We can also retain our programmes to get people into work and invest in a local Harrow Card to promote local shopping and support our businesses and town and district centres. However, we will be taking every opportunity to fight for a fair deal for Harrow and improve our share of grant funding allocated to Councils each year.

I am particularly concerned about the impact of the Welfare Reform Act on our most vulnerable residents and we are working hard to ensure they are fully informed and have access to support, not just from us but from our partners in the Third Sector and the wider community. It is also why we are launching the Harrow HELP Scheme to provide a safety net for those who are really struggling. My personal ambition is to increase the amount of affordable housing this borough is able to provide, ensuring that our residents can afford to live in the borough, making the most of family networks and keeping communities together.

Our vision, which was set together with the people of Harrow, is: 'Working Together, our Harrow, our Community,' and we take it and the engagement process we went through to agree it, very seriously. That's why we will continue to engage positively with our partners and residents when making key decisions on how to deliver that vision. We will listen and use this feedback to shape the future of the Council.

As well as listening to our residents, we are also keen that they get involved. Given the significant funding cuts being made by Government and financial pressures we are facing, it is important that residents also help us to reduce costs, by doing something for their community. Whether it is becoming a Neighbourhood Champion, putting litter in the bin, picking up litter outside your home, recycling more or volunteering, there are many things that can be done that will ensure we can then target our resources more effectively.

Government cuts are and will continue to make this a challenging environment for any Councillor who wants the best for their community. But I know that with your help, together we can meet these challenges.

Cllr Thaya Idaikkadar  
Leader

## Introduction

In 2010, the Government's Comprehensive Spending Review meant Councils received the most challenging funding settlement in decades, resulting in a 28% cut to local government funding over the 4 years to 2014/15. As a consequence Harrow Council will have delivered £75m worth of savings from a controllable budget of £188m between 2010 and 2015 (£62m of this is as a result of cuts to our grant funding and £13m as a result of increasing demands and pressures on our services).

By and large we have demonstrated a successful track record in delivering these savings through our Better Deal for Residents and Transformation programmes which identified efficiencies; adopted a more commercial approach to our major contracts and procurement to secure better value for money; installed new technologies in our libraries and refuse vehicles; and introduced new and innovative ways of delivering services such as children's centres, reablement and online customer services. We have also reduced management and staffing costs through a commitment to reduce the number of senior managers from 30 to 20 and the staff terms and conditions project. This meant that as well as modernising and simplifying staff terms and conditions, senior managers have seen their pay reduce by 2.5%, other staff took a 1% pay cut and the lowest paid are now guaranteed the London Living Wage. Overall, our workforce is now 20% smaller than it was 6 years ago. This has meant that we have been able to contain growth in demand for services and inflation and reduce our costs whilst continuing to make real improvements to some areas and protecting other services.

As a Council we have had to do this against a challenging and constantly changing backdrop. For example, the Census results last year showed we now have 1,000 more people aged over 80 and some 3,900 more 0-4 year olds, increasing the demand for adult social care services, early year's services and school places. We are also facing increasing demands from an increased level of scrutiny and regulation of services, particularly for children.

We are also in the midst of implementing a large public sector reform agenda from Government that is transferring new responsibilities to the Council, some of which are underfunded as the level of funding the Council is set to receive is insufficient to meet the current demands for these services. This means the Council has to decide between reducing the level of service on offer so it fits the level of funding received or find savings from elsewhere within the Council budget to make up the shortfall.

Some of the reforms also provide us with new and exciting opportunities to influence residents' quality of life for the better, like the health reforms, the transfer of public health to the Council from April 2013 and the increasing role given to local authorities to promote local economic growth. It means that despite the challenging circumstances faced by the Council, businesses and our health partners, we remain positive about delivering our ambitions for our residents' health and well-being and our long term vision for housing and business growth as set out in our 15 year development plan – the Core Strategy.

For the first time, we have set a balanced budget for the next two years (2013/14 and 2014/15.) In doing so, we have had to take some very difficult decisions, like putting up Council tax this year by 2% in order to protect important services like keeping libraries and children's centres open and investing in care for the elderly and the number of children's social workers to cope with increasing demand for these services as a result of population growth. It also sets a direction to 2015 and beyond that enables the Council to realign its limited resources to reflect key priorities and re-

focus on what we can all do together to promote a thriving local economy and support those most in need within our community.

### **2012 Achievements:**

- Created and attracted £296m of strategic development and investment into the borough (since 2009) and permitted a further £1.1bn of development particularly with the granting of planning permission for the Kodak Site;
- Helped over 145 people back into work through our Xcite programmes and apprenticeship schemes;
- Facilitated a 7.7% rise in the number of active businesses in the borough through a package of support to businesses including markets, festivals and a 'How to set up a Business' Guide;
- We continue to have some of the best schools in the country. We are ranked 6<sup>th</sup> nationally by Ofsted as an area where pupils are most likely to attend a good or outstanding primary school. The innovative Harrow Schools Improvement Partnership (HSIP) set up by the Council continues to support schools in their achievements, whilst making significant savings to the overall costs of school support;
- We have some of the highest numbers of young people in education, employment or training nationally;
- Our adoption service continues to be one of the best in the country;
- Nearly 64% of Harrow students achieved the national benchmark of 5 A\*-C GCSEs including English and Maths, putting the borough 21<sup>st</sup> in the country. A number of local schools and academies have again achieved their best individual results.
- 97% of adult social care users felt personal budgets had improved their quality of life;
- Tenant and leaseholder satisfaction with repairs and major works projects has been maintained;
- Despite the economic conditions we have one of the lowest homeless rates in London;
- Recycling rates remain at around 50%;
- We organised the Queen's visit to the borough to celebrate her Diamond Jubilee;
- We welcomed the Olympic and Paralympic torch relays to the borough;
- There has been a 20% increase in people using the leisure centre since we introduced new management in 2011;
- We won awards for our innovative online banking style MyHarrow account which now has just under 30,000 subscribers;
- 90% of calls to the Council's contact centre are answered in 30 seconds and 90% are resolved at first point of contact;
- We achieved the Customer Service Excellence standard for the third year in a row
- We have set up a joint legal practice and Public Health Service with a neighbouring borough enabling us to reduce costs whilst maintaining service levels;
- Levels of serious youth violence and residential burglaries are now falling;
- We have modernised and simplified the terms and conditions for Council employees that also delivers the London Living Wage for the lowest paid Council staff;
- The Equality and Human Rights Commission praised Harrow Council for our transparency and ease of access to equalities data and assessments;
- We have achieved significant procurement savings from our print, highways and repairs contracts amongst others.



## **Council Vision & Priorities to 2015:**

The Council's vision is, and remains: '**Working Together: Our Harrow, Our Community**'

The vision is rooted in the community and our ambition for the borough. We believe that the people of Harrow are what makes us strong, distinctive and will enable us to succeed. As a community, Harrow is one of the most religiously diverse boroughs in the country, around 139 different languages are spoken, and we have more married couples than anywhere else in the UK. The people of Harrow respect each other, encourage each other and support each other.

As a Council, we will continue to make engaging and involving the community the hallmark of our approach to developing and providing services. We will continue to engage with our partners, service users, businesses and residents and listen to their needs, using that feedback to inform our decisions, services and priorities. It has therefore never been more important for us to continue to work together to improve the quality of life for everyone in Harrow given these tough economic times.

As a Council we will continue to deliver the vision by realigning expenditure over the next two years to ensure we target our resources to make the biggest impact on key outcomes within our agreed Corporate Priorities:

- 1. Supporting and protecting people who are most in need,**
- 2. Keeping neighbourhoods clean, green and safe,**
- 3. United and involved communities, and**
- 4. Supporting our town centre, our local shopping centres and businesses.**

We will achieve this by taking decisions that reflect five fundamental principles:

### ***I. Continuing to make savings within the Council***

We must become a more enterprising and business-like organisation and consider how, as a Council we can become less reliant on a continuously diminishing Government grant by exploring every opportunity to bring new sources of income into the Council in order to have the financial means to protect the services, priorities and outcomes residents most need. We will continue to aspire to deliver better outcomes in the most effective, efficient and sustainable way and ensure our IT infrastructure is able to support this. We will therefore:

- Continue to improve our procurement process to extract greater value for money from our contracts;
- Continue to reduce staffing costs through reorganisation and introducing tighter spending controls on interim and agency staff;
- Explore options for trading and providing services with other boroughs and expanding our joint legal practice;
- Introduce the innovative PRISM project which will deliver a new organisational structure and new approach to delivering environmental services through unified on-street services and better use of technology;
- Reduce the number of formal committee meetings;
- Change the way we work in the Civic Centre, by reducing the need for staff to come into the office by giving them up to date IT, thus enabling them to spend more time out in the community and the Council to reduce the overall size of our office space.

## **II. Ensuring the services residents need most are protected from drastic cuts**

As far as is possible we want to try to limit the levels of cuts and savings required from service areas that play a vital role in delivering our corporate priorities. We want to be able to re-focus our resources to help people help themselves and their communities more. We will need to look at how, by working with residents and the voluntary and community sector, we can improve the capacity and resilience of all communities within the borough to be able to come up with solutions to the challenges their communities face and be able to step in where public services can no longer operate. We will therefore:

- Retain the current waste collection cycles;
- Keep Children's Centre Services open;
- Keep Harrow Arts Centre, Museum and Libraries open;
- Ensure leisure and sports facilities remain available to the community;
- Protect services to carers and reablement services;
- Invest in extra children's social workers and adult social care in order to meet rising demand and population growth;
- Look at how we can engage with residents so they can help us to reduce costs by doing something for their community, for example; becoming a Neighbourhood Champion, picking up litter, recycling more or volunteering.

## **III. Supporting residents most in need, in particular, by helping them find work and reducing poverty**

We will continue to prioritise our core commitment to help and support those most in need in our community. One of the most important ways in which we can help residents improve their quality of life, health and wellbeing in these difficult times is to help those in need to get out of or avoid poverty, maximise their income and find work. We will therefore:

- Launch the Harrow HELP Scheme to improve the access to support and advice for residents affected by the economic downturn and welfare changes;
- Work with the voluntary sector to improve access to debt and financial advice, encourage the use of credit unions and prevent residents from having to use loan sharks or pay day loans;
- Continue to invest in our successful Xcite employment programmes and graduate apprenticeship scheme to help get our local residents and young people into work;
- Aspire to have our contractors offer the London Living Wage to all their employees, as well as offering apprenticeships and training opportunities for young people;
- Support economic growth and development in the borough by helping to create 4,000 new jobs and 5,350 new houses, including affordable houses, by 2026;
- Deliver an efficient public health service within the resources available, to positively influence resident's health and well-being;
- Encourage improvements to the energy efficiency of homes in the borough by maximising the use of external funding;
- Explore the setting up of a Harrow Energy Co-operative to help reduce fuel bills and alleviate fuel poverty;
- Consider how we can best continue to support those families at risk from homelessness to remain within the borough.

**IV. Encouraging growth and investment in Harrow, supporting the Town Centre, local businesses and district centres.**

Harrow is a borough with significant potential. The regeneration programme for the borough is a once in a generation opportunity to make a real difference to the place and people's quality of life by building new houses, encouraging business development, improving the town centre and district centres and creating new job opportunities. Encouraging growth in the local economy is a vital component in being able to offset some of the worst effects of the current economic conditions. It raises much needed income to invest in social infrastructure such as schools, leisure and sports facilities and transport improvements that the people of Harrow can be proud of. We will therefore:

- Continue to deliver the £1bn regeneration investment into the borough and associated improvements to our shopping and leisure facilities;
- Explore creating a single access point for information and advice for businesses particularly on Council contracts, apprenticeships, fair pay and sustainability;
- Introduce a 'Harrow Card' available to those living and working in the borough to promote local shopping and the use of Council facilities as a way of supporting local businesses;
- Use our Capital Programme to support our regeneration ambitions by investing in additional school places, a substantial housing adaptations programme, maintaining our roads and pavements and improving St Ann's Road and Lowlands Recreation Ground;
- Invest in house-building and increasing the supply of affordable housing for residents in need of a home by bringing underused plots of land owned by the Council back into use and investigating using our pension fund to finance house-building;
- Consider ways of bringing stalled developments and empty properties back into use;
- Encourage use of our libraries and the upgraded People's IT Network so that everyone has the ability to access services online.

**V. Working with our partners and listening to our residents to make sure the right decisions are made for the community**

Community engagement and involvement is an important feature of how this Council approaches decision-making. Given these tough economic times, it has never been more important for everyone to have the opportunity to get involved and take part in the planning, development, delivery and scrutiny of services. The Council and its partners will continue to work together to make sure that services remain focussed on responding to the needs of residents and businesses and improve the quality of life for everyone in Harrow. We will therefore:

- Listen to our partners and residents through Let's Talk events on important issues and our consultation programme on major changes to key services;
- Improve the way in which we empower young people to be involved in decision making and make an effective contribution to community life;
- Support the delivery of the third sector strategy for optimising social capital and community empowerment in the borough;
- Increase the number of tenants and residents involved in shaping and scrutinising the housing service.

As a result, Council staff, regardless of level or role will continue to experience significant change particularly as we see more services delivered with partners, by private, public or third sector providers and through shared services.

The scale of the challenges facing the Council requires that our workforce and that of our partners is suitably skilled and motivated. The Council's new Strategy for People 2013-2016 will set out the Council's strategy to ensure this collective workforce is able to meet those challenges and will focus on ensuring our workforce has the capability, competence and confidence to deliver quality services to our community.

### **The Council Beyond 2015:**

We know there are some tough times still ahead. Given the Government's deficit reduction plan will have to continue until at least 2018, the need for the Council and other parts of the public sector to continue to make further savings will not go away. The Medium Term Financial Strategy already predicts gaps in the order of £15.7m in 2015-16 and £14.2m in 2016-17. If we are going to successfully lever out this level of additional saving whilst retaining the ability to deliver against our vision and priorities, protect key services and continue to make a difference to the shape of the borough and people's lives there is a need to start considering now, what shape the Council should take from 2015 onwards, and what outcomes we will be able to afford to deliver.

We will have a huge agenda and limited resources, so the status quo will no longer be an option. We will need to continue to push the boundaries of innovation and transformation whilst retaining a focus on our priorities and their key outcomes. This will mean doing things differently, scaling back some operations and stopping others in order to be able to ensure a continued focus on the areas of greatest need where we can have the maximum impact.

The principles we have set ourselves in this Corporate Plan and Medium Term Financial Strategy will continue to set an important foundation stone for the next phase of the Council's transformation. So for instance, particular consideration will need to be given to: the risks and opportunities of becoming a more commercially minded and enterprising organisation able to raise more of its income locally; exploring how we can continue to attract further investment and new businesses to the borough and supporting existing businesses to grow; the opportunities for sharing further services with neighbouring boroughs or pan-London; how we can work with residents and partners to reduce demand for public services and switch services from treating problems to preventing problems; and how we can re-negotiate the relationship with residents so people and communities are better able to help themselves more.

Setting a balanced budget for the next two years, allows time for that debate to take place with residents and partners on what the way forward should look like and how, together, we can get there.

## Corporate Delivery Plan 2013 – 2015

<b>Corporate Priority</b>	<b>Supporting and protecting people who are most in need</b>
Specific outcomes we want to achieve	<p>a. Ensure the most vulnerable children, young people and adults are appropriately cared for, safeguarding them from harm and abuse.</p> <p>b. Families and individuals most in need are helped to access quality, affordable housing, find employment and get out of or avoid poverty.</p> <p>c. Harrow residents are supported to live as independently as possible.</p> <p>d. Improve the mental health and well-being of residents, particularly young children and teenagers.</p> <p>e. Maintain life expectancy in the borough but reduce the health inequalities gap. .</p> <p>f. Reduce the gap between educational attainments of the more vulnerable and disadvantaged groups of young people and the general child population.</p>
Key projects and initiatives to deliver those outcomes	<p><b><i>What we will continue doing:</i></b></p> <ul style="list-style-type: none"> <li>• Keep children’s centres open so families can access information and services from a team of professionals tasked with supporting parents to give young children the best start in life</li> <li>• Provide early intervention services to prevent safeguarding issues developing, reduce involvement in crime and target teenagers most at risk</li> <li>• Increase the number of people with personal budgets and able to access the online care portal to find support products, services, activities and events that meet their needs</li> <li>• Provide short term intensive reablement support to residents to restore their independence and prevent admission to hospital</li> <li>• Assist families who are experiencing inter –generational unemployment and barriers to work through our Families First Project</li> <li>• Deliver a joint public health service with a neighbouring borough</li> <li>• Work to reduce incidences of domestic violence</li> </ul> <p><b><i>What we will do more of:</i></b></p> <ul style="list-style-type: none"> <li>• Provide employment support for unemployed residents</li> <li>• Increase job creation through encouraging business development and growth in the borough</li> <li>• Introduce a Harrow Help Scheme to provide information, support and emergency relief to households affected by Welfare changes in the borough</li> </ul>

	<ul style="list-style-type: none"> <li>• Invest in improving the provision of information and advice services through the voluntary and community sector for those most in need</li> <li>• Increase the supply of affordable housing and using the private sector more to help meet the housing need</li> <li>• Explore a licensing scheme for private sector rental properties</li> <li>• Increase the number of social workers looking after children</li> <li>• Support young people to make a positive contribution to society</li> <li>• Drive continuous improvement in services to meet and exceed the raised standards of regulators including Ofsted, by implementing the improvement plan for Children’s Services</li> </ul> <p><b><i>What we will have to do differently:</i></b></p> <ul style="list-style-type: none"> <li>• Work with the West London Alliance to secure a better contract that will save us money on the Supporting People grants</li> <li>• Reduce the demand for special needs transport by delivering independent travel training and exploring options for an alternative provider</li> <li>• Restrict the issuing of taxicards to match the available funding from Transport for London</li> <li>• Encourage improvements to the energy efficiency of homes in the borough by maximising the use of external sources of funding</li> <li>• Develop community capacity to support vulnerable people</li> </ul>
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<p>Indicators that show how we are delivering against the outcome</p>	<p>The satisfaction of users of care services and the extent to which users feel safe and secure, for example:</p> <ul style="list-style-type: none"> <li>• The proportion of people who use services and say that those services have made them feel safe and secure.</li> </ul> <p>Measures relating to the safeguarding of children for example:</p> <ul style="list-style-type: none"> <li>• Children who become subject to a Child Protection Plan for a second or subsequent time</li> </ul> <p>Measures which show the impact of our targeted early intervention services such as those offered through our Childrens Centres.</p> <p>Regular monitoring of trends and actions relating to housing supply and the ways in which residents are assisted to find employment, for example:</p> <ul style="list-style-type: none"> <li>• Provision of affordable new rented and intermediate housing to address housing priorities across Harrow</li> <li>• How Harrow's figure for the percentage of residents claiming Job Seekers Allowance differs from that of London as a whole</li> </ul> <p>Indicators of new job creation, such as the projections of employment arising from new developments and the success of Council employment programmes such as Xcite.</p> <p>Measures related to support for residents to live independent lives, for example:</p> <ul style="list-style-type: none"> <li>• Percentage of clients who do not receive ongoing social care following a reablement service;</li> <li>• Client satisfaction with the reablement service.</li> <li>• Satisfaction and quality of life as a result of receiving a personal budget</li> </ul> <p>Life expectancy and trends in underlying health indicators, for example birth weight, infant feeding, obesity in children, smoking prevalence and diabetes rates.</p> <p>Measures of the difference in educational attainment between identified groups of children and the schools population generally, for example:</p> <ul style="list-style-type: none"> <li>• The reduction in the gap in achievement between pupils eligible for free school meals and their peers, based on pupils achieving level 4 or above in both English and Mathematics at Key Stage 2.</li> </ul> <p>Measures which enable us to understand the success of our Families First Programme and the new Harrow HELP Scheme, such as specific employment measures for those families in the programme and the impact of help and advice for those impacted by welfare reform.</p> <p>The number of families in Harrow who are homeless or in priority need of housing.</p>
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<b>Corporate Priority</b>	<b>Keeping neighbourhoods clean, green and safe</b>
Specific outcomes we want to achieve	<ol style="list-style-type: none"> <li>a. The Council, residents &amp; businesses work together to keep Harrow’s streets, buildings and open spaces clear of litter, fly-tipping and vandalism.</li> <li>b. Encourage greater volunteering and behaviour change so residents make a greater contribution to looking after the local environment.</li> <li>c. Reduce the fear of crime and incidences of anti-social behaviour so people in Harrow feel safe.</li> <li>d. The Council, residents and businesses work together to reduce energy and water consumption, flood risk, improve air quality and increase recycling.</li> </ol>
Key projects and initiatives to deliver those outcomes	<p><b><i>What we will continue to do:</i></b></p> <ul style="list-style-type: none"> <li>• Retain the current waste collection cycles, recycling service and waste minimisation plans</li> <li>• Deliver the Local Transport Implementation plan</li> <li>• Assist families who are experiencing inter-generational unemployment and barriers to work through our Families First Project</li> <li>• Deliver the Harrow Green Grid to bring about better and more co-ordinated management of all green spaces in Harrow</li> <li>• Promote community cohesion and prevent violent extremism</li> </ul> <p><b><i>What we will do more of:</i></b></p> <ul style="list-style-type: none"> <li>• Deliver additional street cleaning in the town centre</li> <li>• Develop our Neighbourhood champions network of volunteers whose role is to inform the Council about everyday street level nuisances such as litter, graffiti, fly-tipping etc</li> <li>• Explore the use of spot fines for environmental crimes such as littering, spitting and dog fouling</li> <li>• Create the Harrow Home Improvement Agency to help landlords and home owners with a disability to make adaptations to their homes</li> <li>• Implement a plan to improve our Youth Offending service</li> </ul> <p><b><i>What we will have to do differently:</i></b></p> <ul style="list-style-type: none"> <li>• Introduce the innovative PRISM project which will deliver a new approach to delivering environmental services through unified on-street services and better use of technology</li> <li>• Review grass cutting and street sweeping cycles across the borough</li> <li>• Achieve further efficiencies through innovative highways maintenance</li> <li>• Use external sources of funding to improve levels of insulation in properties to reduce energy usage and carbon emissions</li> </ul>



	<ul style="list-style-type: none"> <li>• Review our in-house trade waste service and consider possible alternative providers</li> <li>• Review our in-house pest control service and consider possible alternative providers</li> </ul>
<p>Indicators that show how we are delivering against the outcome</p>	<p>A survey conducted three times a year which measures the cleanliness of streets, for example:</p> <ul style="list-style-type: none"> <li>• (ex NI195a) Improved street and environmental cleanliness – litter;</li> </ul> <p>Measures of the amount of waste that is being recycled, for example:</p> <ul style="list-style-type: none"> <li>• (ex NI192) Percentage of waste sent for re-use recycling and composting;</li> </ul> <p>Measures of the number of volunteers involved in helping the Council deliver this Corporate Priority, for example:</p> <ul style="list-style-type: none"> <li>• Number of active Neighbourhood Champions;</li> </ul> <p>Regular monthly data on a number of environmental issues that helps us monitor, for example, trends in graffiti, noise and nuisance behaviour;</p> <p>Results of a quarterly survey conducted by the Metropolitan Police which asks about the fear of crime.</p> <p>Measures of air quality, for example:</p> <ul style="list-style-type: none"> <li>• (ex NI186) Per capita Carbon Dioxide emissions within the scope of influence of Local Authority.</li> </ul> <p>Measures of energy efficiency in local homes to assess the impact of insulation programmes.</p> <p>Assessing the quality of highways to ensure the Council is receiving value for money from its contract.</p> <p>Success measures around the Youth Offending improvement plan, such as:</p> <ul style="list-style-type: none"> <li>• Re-offending rates for young people.</li> </ul> <p>Six monthly perception surveys on whether Harrow residents feel that community cohesion is improving.</p> <p>Measuring the success of the Green Grid and how green space in Harrow is better connected and managed.</p> <p>Measuring the success of the Harrow Home Improvement Agency in terms of the speed at which adaptations are carried out and the impact of these on residents' quality of life.</p>

<b>Corporate Priority</b>	<b>United and Involved Communities</b>
Specific outcomes we want to achieve	<p>a. Increase participation in art, sport, leisure and cultural activities.</p> <p>b. Encourage a diverse range of voluntary, community and third sector organisations capable of providing local public services and optimising social capital in Harrow.</p> <p>c. Harrow residents feel they can have their say on the issues that matter most to them. They are involved in the development and scrutiny of services, are well informed and make a positive contribution to their community.</p> <p>d. Diversity is celebrated and people from all backgrounds feel they are respected, treated fairly and get on well together.</p>
Key projects and initiatives to deliver those outcomes	<p><b><i>What we will continue to do:</i></b></p> <ul style="list-style-type: none"> <li>• Provide a comprehensive Library service</li> <li>• Engage local residents and partners in the big decisions through our Lets Talk events</li> <li>• Deliver the Harrow Green Grid to bring about better and more co-ordinated management of all green spaces in Harrow.</li> <li>• Produce Harrow’s annual arts and culture festival ‘Under One Sky’</li> <li>• Give young people the opportunity to participate in the London Youth Games</li> <li>• Continue to use our sustainable procurement strategy to ensure spend, tenders and contracts support the development of local supply chains and increase local employment and training opportunities</li> <li>• Support the delivery of the third sector strategy for optimising social capital and community empowerment in the borough</li> </ul> <p><b><i>What we will do more of:</i></b></p> <ul style="list-style-type: none"> <li>• Pursue further income generating opportunities for Harrow Arts Centre to make it more self-financing including the possible redevelopment of the site to improve the facilities</li> <li>• Explore the full commercial potential of Harrow Museum</li> <li>• Increase the number of tenants and residents involved in shaping and scrutinising the housing service</li> <li>• Offer further opportunities for volunteers to engage with and support a wide range of services</li> </ul> <p><b><i>What we will have to do differently:</i></b></p> <ul style="list-style-type: none"> <li>• Ensure leisure and sports facilities remain available to the public by attracting private investment</li> <li>• Work in partnership to support Harrow Young Musicians to become self-financing</li> </ul>

	<ul style="list-style-type: none"> <li>• Reduce Council expenditure on the maintenance of parks by returning some to open spaces, encouraging the creation of more community park user groups and attracting private investment</li> <li>• Support the community to run cultural events themselves by, for example, providing advice on licensing and health and safety</li> </ul>
<p>Indicators that show how we are delivering against the outcome</p>	<p>Trends in adult participation in sport through the Active People Survey.</p> <p>Measures relating to the use of libraries (in person and remote) and user satisfaction, for example:</p> <ul style="list-style-type: none"> <li>• percentage of people up to 16/over 16 who report their library as good or very good (biennial Public Library User Survey)</li> </ul> <p>Trends in numbers of visits to the Arts Centre, Museum, Leisure Centre and related user satisfaction, plus the success of initiatives to bring in greater income to the Arts Centre and Museum.</p> <p>The amount of time contributed by volunteers to Community and Culture services and the numbers of active Neighbourhood Champions.</p> <p>Surveys which monitor residents' views of how well informed they feel, how far the Council takes their views into account, how far they can influence decisions affecting their area and how well people get on together locally.</p> <p>The response rate to Residents' Panel surveys.</p> <p>Measure the impact of the Council's sustainable procurement strategy.</p> <p>Work with the third sector to understand the impact of the third sector strategy.</p> <p>Measure the impact and involvement of tenants and residents involved in shaping and scrutinising the housing service.</p>

<p><b>Corporate Priority</b></p>	<p><b>Supporting our town centre, our local shopping centres and businesses</b></p>
<p>Specific outcomes we want to achieve</p>	<p>a. Harrow residents and businesses benefit from local economic prosperity, investment and growth in the borough.</p> <p>b. New housing and employment opportunities will be created, new and existing businesses will be able to grow and expand in the borough and there will be opportunities for investment in new social infrastructure.</p> <p>c. Residents are supported to have the necessary skills and education to be able to access employment, apprenticeships or training opportunities.</p>
<p>Key projects and initiatives to deliver those outcomes</p>	<p><b>What we will continue to do:</b></p> <ul style="list-style-type: none"> <li>• Support £1bn investment into the borough by 2026 to deliver new jobs, housing and improve leisure and shopping facilities, specifically: <ul style="list-style-type: none"> <li>○ Opening Stanmore Business and Innovation Centre</li> <li>○ Support the development of a Business Improvement District in Harrow Town Centre</li> <li>○ Facilitate development in Harrow Town Centre, bringing more affordable housing, retail and commercial space</li> </ul> </li> <li>• Actively promote Harrow as a place for inward investment and enterprise</li> <li>• Encourage empty properties to be brought back into use</li> </ul> <p><b>What we will do more of:</b></p> <ul style="list-style-type: none"> <li>• Introduce a Harrow Card available to those living and working in the borough to promote local shopping and the use of Council facilities as a way of supporting local businesses in difficult economic times</li> <li>• Aspire to have our contractors offer the London Living Wage to all their employees, as well as offering apprenticeships and training opportunities for young people</li> <li>• Invest in Harrow Town Centre by improving St Ann’s Road and Lowlands recreation ground</li> <li>• Invest in house-building by bringing underused plots of land owned by the Council back into use and investigating using our pension fund to finance house-building</li> </ul> <p><b>What we will have to do differently:</b></p> <ul style="list-style-type: none"> <li>• Consider alternative funding options for the adult learning service in the light of a Government review</li> </ul>
<p>Indicators that show how we are delivering against the outcome</p>	<p>Trends in the numbers of jobs, vacancies, apprenticeship opportunities and unemployed people.</p> <p>Measures relating to the vacancy rates in the Town Centre and district centres, which will help derive the success of Council initiatives such as</p>

	<p>Business Improvement Districts and development plans.</p> <p>The amounts of office and retail floorspace delivered and projections of employment arising from new developments.</p> <p>Trends in the number of VAT-registered enterprises.</p> <p>The amount of affordable new rented and intermediate housing provided to address housing priorities across Harrow.</p> <p>The number of empty properties and underused plots of land brought back into suitable use.</p> <p>The impact of the Harrow Card on residents and businesses.</p>
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	<b>Efficient and Effective Organisation</b>
Specific Outcomes we want to achieve	<p>We want to be a modern and efficient Council, able to meet the challenges ahead. In order to help protect frontline services we will continue to deliver support functions in the most cost effective way, reducing the silos between services within the Council and continuing to collaborate through the West London Alliance and with other boroughs on shared services and procurement opportunities. We will protect people and Council assets from risks and retain our customer services in Harrow, modernising and simplifying the access channels to the Council, making more services available online and therefore accessible outside of the normal 9-5 business hours.</p>
Key projects and initiatives to deliver those outcomes	<p><b>What we will continue to do:</b></p> <ul style="list-style-type: none"> <li>• Reduce staffing and management costs</li> <li>• Find further efficiency savings in all departments</li> <li>• Retain our resident contact centre in Harrow</li> <li>• Continue to encourage more of our residents to use our online banking-style MyHarrow Account to access Council services</li> <li>• Rationalise and maximise the use of Council property assets</li> <li>• Contain our utility costs by installing energy efficiency measures in our buildings and schools</li> </ul> <p><b>What we will do more of:</b></p> <ul style="list-style-type: none"> <li>• Improve procurement to get the most out of our contracts</li> <li>• Look at ways to increase income</li> <li>• Improve our financial management</li> </ul> <p><b>What we will have to do differently:</b></p> <ul style="list-style-type: none"> <li>• Modernise our back office functions to reduce costs</li> <li>• Introduce the innovative PRISM project which will deliver a new organisational structure and new approach to delivering environmental services through unified on-street services and better use of technology</li> <li>• Streamline the way we make decisions by reducing the number and frequency of formal Council committees</li> <li>• Close face-to-face and telephone contact in designated service areas and move transactions online</li> </ul>
Indicators that show how we are delivering against the outcome	<p>Measures relating to customer contact including the resolution of issues at first contact, the satisfaction with our customer services and the growth in use of the MyHarrow Account.</p> <p>Other channel migration measures such as the number of webforms being used by residents.</p> <p>Resident perceptions of the ease of use of the website.</p> <p>The impact of PRISM to ensure the successful delivery of this new and innovative project.</p> <p>Regular monitoring of projects which will increase efficiency and reduce our costs, such as procurement related work and rationalising our property portfolio.</p>

**COUNCIL  
28 FEBRUARY 2013**

**CABINET RECOMMENDATION  
(14 FEBRUARY 2013)**

**RECOMMENDATION II:           FINAL REVENUE BUDGET  
AND MEDIUM TERM  
FINANCIAL STRATEGY**

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# REPORT FOR: **Council**

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**Date of Meeting:** 28 February 2013

**Subject:** Final Revenue Budget and Medium Term Financial Strategy 2013-14 to 2016-17 – Amended Appendices

**Responsible Officer:** Julie Alderson, Corporate Director of Resources

**Exempt:** No

**Enclosures:** Appendices listed below

No	Appendix
1	Model Council Tax Resolution
2	Members' Allowances Scheme
3	Annual Pay Policy Statement for 2013-14

## **Section 1 – Summary and Recommendations**

This report sets out those appendices to the Budget and MTFs report that were recommended by Cabinet to Council and that have minor amendments.

### **Recommendations:**

- 1) That Council approves the Model Council Tax resolution at Appendix 1
- 2) That Council approves the Members scheme of allowances for 2013-14 attached at Appendix 2
- 3) That Council approves the Annual Pay Policy attached at Appendix 3

## **Section 2 – Report**

### **Introductory paragraph**

1. This is the final report in the current series of Budget reports for the Medium Term Financial Strategy covering the period 2013-14 to 2016-17. The Draft Revenue Budget report to the 13 December 2012 Cabinet set out the context and background for setting the Budget.

### **Model Council Tax Resolution**

2. The Council Tax Model Resolution is attached at Appendix 1. The report to Cabinet indicated that it would need amending following Cabinet and the detailed wording has been amended to match the Local Government Finance settlement on 4 February. It assumes that the GLA precept will be as per their consultation budget. Final confirmation is anticipated on 25 February 2013 and if the precept differs an updated model resolution will be tabled at Council.

### **Members' Allowances Scheme**

3. The Members' Allowances Scheme has been revised to provide greater clarity on the SRA paid out to Portfolio Advisers and its impact on other SRAs paid to the Leader and / or other Portfolio Holders. The SRA to Portfolio Advisers will only be paid if there is agreement from the relevant Portfolio Holder. In such an event the entire SRA paid to the Portfolio Adviser at Band 4 will be deducted from the SRA of the Leader at Band 7 or relevant Portfolio Holder at Band 6.

## Annual Pay Policy Statement For 2013-14

4. The proposed Annual Pay Policy Statement for 2013-14 is attached at Appendix 3. This differs from that considered by Cabinet by the inclusion of reference to staff on NHS terms and conditions following the transfer of the Public Health function to Harrow from April 2013.

## Legal Implications

5. Council should have due regard to the public sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. Consideration of the duties should precede the decision. It is important that Cabinet has regard to the statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

*A public authority must, in the exercise of its functions, have due regard to the need to:*

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

*Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:*

- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;*
- (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;*
- (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.*

*The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.*

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (a) Tackle prejudice, and*
- (b) Promote understanding.*

*Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are:*

- Age

- *Disability*
- *Gender reassignment*
- *Pregnancy and maternity*
- *Race,*
- *Religion or belief*
- *Sex*
- *Sexual orientation*
- *Marriage and Civil partnership*

6. An overarching Equalities impact assessment has been completed and considered by cabinet and is attached to this report alongside the results of consultation with stakeholders.

The Council tax resolution has been drafted in light of the amendments made to the 1992 Local Government Finance Act by the Localism Act taking into account The Referendums Relating to council tax Increases (Alternative Notional Amounts) Report 2013/2014 and The Referendums Relating to Council Tax Increases (Principles) Report (England) 2013/2014.

## **Financial Implications**

7. Financial matters are integral to this report.

## **Performance Issues**

8. There are no direct performance issues arising from the changes in this report.

## **Environmental Impact**

9. There are no environmental impacts from the changes contained in this report.

## **Risk Management Implications**

10. There are no risk management implications arising from the changes contained in this report.

## **Equalities Implications**

11. There are no equalities implications arising from the amendments in this report. Equalities implications are contained in the main report on the budget. And MTFS.

## **Corporate Priorities**

12. The budget for 2013-14 supports delivery of the Council's vision and priorities and is consistent with the Corporate Plan elsewhere on this agenda.

### **Section 3 - Statutory Officer Clearance**

Name: Julie Alderson

Chief Financial Officer

Date: 20 February 2013

Name: Jessica Farmer

on behalf of the  
Monitoring Officer

Date: 20 February 2013

### **Section 6 - Contact Details and Background Papers**

**Contact:** Steve Tingle, Finance Business Partner, Strategic Finance  
email [steve.tingle@harrow.gov.uk](mailto:steve.tingle@harrow.gov.uk)

**Background Papers:**

Final Revenue Budget and Medium Term Financial Strategy 2013-14 to  
2016-17

<http://www.harrow.gov.uk/www2/documents/g61076/Public%20reports%20pack,%20Thursday%2014-Feb-2013%2019.30,%20Cabinet.pdf?T=10>

## Model Council Tax Resolution

## Harrow Council

## Council Tax Resolution 2013-2014

To approve as part of the Summons for Council, the model budget and Council Tax resolutions reflecting the recommendations of Cabinet and the GLA precept.

Council is requested to determine the level of the Council Tax for 2013-2014 in the light of the information on the precept and make the calculations set out in the resolution shown below.

- (1) To note that at its meeting on 22 January 2013 the Council calculated the amount of 76,874 as its Council Tax Base for the year 2013-2014 in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 made under Section 33 (5) of the Local Government Finance Act 1992.
- (2) That the following amounts be now calculated by the Council for the year 2013-2014, in accordance with Sections 32 to 36 of the Local Government Finance Act 1992:
- (i) Being the aggregate of the amounts which the Council estimates for the items set out in Section 32 (2) (a) to (e) of the Act. **(Gross expenditure)** £586,864,067
- (ii) Being the aggregate of the amounts which the Council estimates for the items set out in Section 32 (3)(a) to (c) of the Act. **(Gross income including use of reserves)** £420,516,542
- (iii) Being the amount by which the aggregate at (i) above exceeds the aggregate at (ii) above, calculated by the Council, in accordance with Section 32(4) of the Act, **as its budget requirement for the year.** £166,347,525
- (iv) Being the aggregate of the sums which the Council estimates will be payable for the year into its General Fund in respect of revenue support grant, increased by the amount of the sums which the Council estimates will be transferred in the year from its Collection Fund in accordance with Section 97(4) of the Local Government Finance Act 1988 (Collection Fund Surplus) £73,308,460

(v) Being **the amount to be raised from Council Taxes**

Calculated as the amount at 2 (iii) above less the amount at 2 (iv.) above.

£93,039,065

(vi) Being the amount at (v) divided by the Council Tax Base, calculated by the Council at its meeting on 22 January 2013 in accordance with Section 33 (1) of the Act, as the basic amount of its Council tax for the year. (***The average Band D Council Tax***)

£1,210.28

(vii) Valuation Bands

	A	B	C	D	E	F	G	H
£	806.85	941.33	1075.80	1210.28	1479.23	1748.18	2017.13	2420.56

Being the amounts given by multiplying the amount at (vi.) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

(3)

That it be noted that for 2013-2014 the Greater London Authority stated the following amount in precept issued to the Council, in accordance with section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below

Valuation Bands

	A	B	C	D	E	F	G	H
£	202.00	235.67	269.33	303.00	370.33	437.67	505.00	606.00

(4)

That, having calculated the aggregate in each case of the amounts at (2)(vii) and (3) above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of Council Tax for the year 2013-2014 for each of the categories of dwellings shown below

Valuation Bands

	A	B	C	D	E	F	G	H
£	1,008.85	1,177.00	1,345.14	1,513.280	1,849.56	2,185.85	2,522.13	3,026.56

## **Members' Allowances Scheme**

1. This scheme shall have effect until 31st March 2014. It replaces all former schemes.

### **Basic Allowance**

2. A basic allowance of £8,160 per annum shall be paid to each Councillor.

### **Special Responsibility Allowances and Mayoral Allowances**

3.
  - (1) A special responsibility allowance shall be paid to those Councillors who have the special responsibilities in relation to the posts specified in Schedule 1 to this scheme. The amount of each such allowance shall be the amount specified against that special responsibility in that schedule.
  - (2) An allowance of £10,250 per annum shall be paid to the Mayor and an allowance of £2,040 per annum shall be paid to the Deputy Mayor.
  - (3) No Member may receive special responsibility allowances in respect of more than one post. For the purposes of this paragraph, the mayoral allowances referred to in 3(2) above are considered to be special responsibility allowances.

### **Uprating the Basic and Special Responsibility Allowances**

4. The basic allowance and special responsibility allowances may be uprated annually in line with an index approved by the London Councils Independent Panel. The index to be used will be the level of the Local Government Pay Settlement. When making the scheme for 2014/15, the indexing arrangements will be reviewed.



## Travel and Subsistence Allowances

5. The reimbursement of travel and subsistence expenses incurred in respect of **approved duties** (as set out in Schedule 2) **undertaken outside the Borough boundaries** can be claimed by Members, co-optees to formal Council committees and Independent Members of the Standards Committee at the rates paid and on the conditions specified in the officer scheme for travel and subsistence allowances.

## Carers' Allowance

6.
  - (1) The allowance shall only be paid for attendance at approved duties as listed in Appendix A.
  - (2) The maximum basic rate of pay is £2.90 per half hour for the duration of the meeting together with the Member's travel time between home and the place of the meeting and the carer's reasonable travelling time.
  - (3) The allowance is claimable in respect of children aged 15 or under or where a professional carer is required to meet a specialist need (eg a nurse for an elderly person).
  - (4) Actual costs will be paid **on production of an invoice or receipt**.
  - (5) Where the length of the meeting cannot be predicted and payment to the carer is necessarily contractually committed then a payment of up to 4 hours will be made. (For day time quasi-judicial meetings, payment of up to 8 hours may be made if the estimated length of the meeting is for the whole day).
  - (6) In addition, the reasonable travelling expenses of the person taking care of the dependent shall be reimbursed either at the appropriate public transport rate, or in cases of urgency or where no public transport is available, the amount of any taxi fare actually paid.
  - (7) The allowance is not to be paid where the carer is a member of the Member's household.
  - (8) Any dispute as to the entitlement and any allegation of abuse should be referred to the Standards Committee for adjudication.

## Co-optees' Allowance

7. A basic allowance of £445 per annum shall be paid to co-optees to formal Council Committees and Independent Members of the Standards Committee.

## Claims and Payments

8.
  - (1) A claim for allowances or expenses under this scheme shall be made in writing within two months of the date of undertaking the duty in respect of which the entitlement to the allowance or expense relates.
  - (2) Payment shall be made
    - (a) in respect of basic and special responsibility allowances, in instalments of one-twelfth of the amount specified in this scheme each month;

- (b) in respect of out-borough travel and subsistence expenses and Carers' Allowance, each month in respect of claims received up to one month before that date.

## **Backdating**

- 9. Any changes made to this scheme during the year may be backdated to 1<sup>st</sup> April 2013 by resolution of the Council when approving the amendment.

## **Pensions**

- 10. Allowances paid under the Harrow Members' Allowances Scheme will **not** be pensionable for the purposes of the Superannuation Act.

## **Renunciation**

- 11. A person may, by notice in writing given to the Chief Executive, elect to forgo any part of his/her entitlement to an allowance under this scheme.

## **Withholding Allowances**

- 12. (1) In the event that a Member is suspended from duties, that Member's basic allowance and special responsibility allowance (if any) will be withheld for the whole period of the Member's suspension.
- (2) In the event that a Member is partially suspended from duties, that Member's basic allowance will be paid but their SRA, if any, will be withdrawn for the period of the partial suspension.

### Approved duties for Carers' Allowance

- ◆ A meeting of the Executive.
- ◆ A meeting of a committee of the Executive.
- ◆ A meeting of the Authority.
- ◆ A meeting of a Committee or Sub-Committee of the Authority.
- ◆ A meeting of some other body to which the Authority make appointments or nominations.
- ◆ A meeting of a committee or sub-committee of a body to which the Authority make appointments or nominations.
- ◆ A meeting which has both been authorised by the Authority, a committee, or sub-committee of the Authority or a joint committee of the Authority and one or more other authorities, or a sub-committee of a joint committee and to which representatives of more than one political group have been invited (if the Authority is divided into several political groups) or to which two or more councillors have been invited (if the authority is not divided into political groups).
- ◆ A meeting of a Local Authority association of which the Authority is a member.
- ◆ Duties undertaken on behalf of the Authority in pursuance of any Procedural Rule of the Constitution requiring a member or members to be present while tender documents are opened.
- ◆ Duties undertaken on behalf of the Authority in connection with the discharge of any function of the Authority conferred by or under any enactment and empowering or requiring the Authority to inspect or authorise the inspection of premises.
- ◆ Duties undertaken on behalf of the Authority in connection with arrangements made by the authority for the attendance of pupils at a school approved for the purposes of section 342 of the Education Act 1996.

## Schedule 1

### Special Responsibility Allowances (SRAs)

There are 9 bands of SRAs:

<b>Band</b>	<b>Post</b>	<b>SRA £/an num</b>
<b>1</b>	Leader of the third largest Group Deputy Leader of the second largest Group Chief Whips of the two largest Groups Chairman of Governance, Audit and Risk Management Committee Chairman of Standards Committee Support Members for Cabinet	<b>£2,040</b>
<b>2</b>	Performance Lead Members for Scrutiny Policy Lead Members for Scrutiny	<b>£3,060</b>
<b>3</b>	Nominated Member of the largest party not holding the Chair of the Planning Committee Chairman of the Traffic Advisory Panel Chairman of the Grants Advisory Panel	<b>£4,590</b>
<b>4</b>	Chairman of Licensing and General Purposes Committee Chairman of the Performance and Finance Scrutiny Sub Chairman of the Health and Social Care Scrutiny Sub Nominated Member of the largest party not holding the Chair of the Performance and Finance Scrutiny Sub Nominated Member of the largest party not holding the Chair of the Overview and Scrutiny Committee  Portfolio Adviser (The SRA to be paid only if there is agreement from the Leader and relevant Cabinet Member. In such an event the entire SRA paid to the Portfolio Adviser at Band 4 will be deducted from the SRA of the Leader at Band 7 or the relevant Cabinet Member at Band 6)	<b>£6,630</b>
<b>5</b>	Chairman of the Planning Committee Chairman of the Overview and Scrutiny Committee Leader of the Second Largest Group	<b>£8,670</b>

<b>Band</b>	<b>Post</b>	<b>SRA £/an num</b>
<b>6</b>	Deputy Leader with Portfolio Adviser Cabinet Members with Portfolio Adviser	<b>£13,060</b>
<b>7</b>	Deputy Leader without Portfolio Adviser Cabinet Members without Portfolio Adviser	<b>£19,690</b>
<b>8</b>	Leader with Portfolio Adviser	<b>£24,169</b>
<b>9</b>	Leader without Portfolio Adviser	<b>£30,799</b>

**NOTE**

In the Council for 2010 to 2014, the Groups are as follows:-

Largest Group = Labour Group

Second Largest Group = Conservative Group

## Schedule 2

### Claims for Out-Of-Borough Travel and Subsistence Expenses

#### Duties Undertaken Out-of-Borough

Claims for travel and subsistence expenses incurred can normally only be paid in respect of approved duties undertaken at venues out of the Borough. Expenses will be reimbursed at the rates paid and on the conditions specified in the officer scheme for travel and subsistence allowances.

1. Members may claim travel and subsistence expenses in respect of the following **out-of-Borough** duties:-
  - (a) Attendance at any meeting which may be convened by the Authority provided that Members of at least two groups are invited and the meeting is not convened by officers.
  - (b) Attendance at a meeting of an outside body to which the Member has been appointed or nominated as a representative of the Council, where the Outside Body does not itself operate a scheme to reimburse travel and subsistence expenses.
  - (c)
    - (i) attendance at an appropriate out-of-Borough conference, seminar, meeting or other appropriate non-political event as a representative of an Outside Body to which that Member has been either nominated or appointed by Council to serve in a role with a specific pan-Authority remit;
    - (ii) attendance at meetings in the capacity of a direct appointee of a Local Authority Association, joint or statutory body or other London-wide or national body subject to the following proviso:  
that the Member serves on the appointing body by virtue of an appointment made by Council to an authorised Outside Body;  
  
subject in either case to the Outside Body/Bodies concerned themselves not making provision for any travel and subsistence expenses necessarily incurred.
  - (d) Attendance at a meeting of any association of local authorities of which the Authority is a member and to which the Member has been appointed as a representative.
  - (e) Attendance at a training session, conference, seminar or other non-political event, the attendance fees for which are being funded by the Council through a Departmental or a corporate budget.
  - (f) Attendance at any training session, conference, seminar or other non-political event for which there is either no attendance fee or any attendance fee is being met by the Member him/herself (or from the relevant political group secretariat budget) subject to the relevant Director confirming that the content of the training, conference, seminar or event is relevant to the Member's responsibilities in respect of the services provided by the Authority or to the management of the Authority.

2. Duties for which out-of-Borough travel and subsistence expenses may not be claimed include:-
- (a) Political meetings or events.
  - (b) Any meetings of 'Outside Bodies' to which the Member has not been appointed or nominated by the Council as its representative.
  - (c) Meetings of the Governing Bodies of Schools.

## HARROW COUNCIL PAY POLICY STATEMENT 2013/14

Harrow Council supports openness and accountability and is pleased to publish its Pay Policy Statement for 2013/14. In compliance with the Localism Act 2011 this statement outlines the Council's policy on pay and benefits for Council employees (excluding Schools)<sup>1</sup> and specifically for its senior management for 2013/14.

### Context

The context for the Council's Pay Policy is the Council's Strategy for People<sup>2</sup> [http://www.harrow.gov.uk/downloads/file/11213/strategy\\_for\\_people](http://www.harrow.gov.uk/downloads/file/11213/strategy_for_people)

The Strategy for People 2013-2016 is currently being developed and will reflect that the significant change experienced in recent years will continue in the foreseeable future and will be felt by all Council staff, regardless of level or role. Delivery models will continue to be developed, which will affect individual members of staff as we see more services delivered with partners, by private, public or third sector providers and through shared services.

The scale of the challenges facing the Council requires that our workforce and that of our partners is suitably skilled and motivated. At the time of writing this statement the Council is in the process of drafting its new Strategy for People which, when completed, will be published on the Council's website.

The Council's new Strategy for People will set out the Council's strategy to ensure this collective workforce is able to meet those challenges and deliver against the priorities set out in this plan.

The new Strategy will therefore remain focused on ensuring our workforce has the capability, competence and confidence to deliver quality services to our community and builds on the foundations of our previous Strategy to achieve this through:

- Recruiting and retaining the **Right People**
- Who have the **Right Skills**
- Working on the **Right Things**
- And are supported to work in the **Right Way**
- With the **Right Motivation**

The Council seeks to reduce income inequality and ensure that the pay, terms and conditions of Council employees comply with the Council's duties under the Equality Act. The Council recognises that a significant proportion of the workforce lives locally<sup>3</sup> and that therefore its pay policy helps support a strong local economy.

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<sup>1</sup> The Pay Accountability provisions of the Localism Act 2011 do not apply to staff employed in Schools

<sup>2</sup> The Council's current Strategy for People 2010-12 was agreed by Cabinet in March 2010 a new Strategy is being developed for 2013-16

<sup>3</sup> 60% of employees have a permanent address with a Harrow (HA) postcode



## Modernising Terms & Conditions Review 2011/12

In 2011/12 the Council undertook a review of pay and terms and conditions for employees. The objectives of the review, which were agreed by Cabinet, were to:

- Modernise: to support the future needs of the Council
- Simplify: wherever possible, to make terms and conditions easier to understand and reduce administration
- Reduce cost: to reduce the costs of terms and conditions of employment as part of its plan to make savings over the next 3 years
- Give greater choice: to continue to have core terms and conditions but to provide each individual with an element of choice beyond that.

The modernising review was completed in 2012 and the Council reached a collective agreement with the relevant recognised trade unions, which introduced changes to the pay, terms and conditions of all employees covered by this Pay Policy Statement, including those of senior management, from January 2013.

The collective agreement is published at:

[http://www.harrow.gov.uk/downloads/file/13003/collective\\_agreement-novemeber\\_2012](http://www.harrow.gov.uk/downloads/file/13003/collective_agreement-novemeber_2012)

The changes introduced through the collective agreement are in accordance with the Council's Pay Policy Statement 2012/13 and include the following key provisions:

- 2.5% pay cut for the Chief Executive and Corporate Directors
- 1% pay cut for staff earning £21,375 and above
- Revised grading structure so that the Council's lowest paid employees are paid not less than the London Living Wage.<sup>4</sup>
- A pilot scheme making incremental pay progression subject to performance
- No enhancements for overtime or weekend working except for Bank Holidays and night work
- Reduced redundancy compensation payments

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<sup>4</sup> London Living Wage is set periodically by the Mayor of London and rose to £8.55 per hour in November 2012.

- Improved salary sacrifice schemes and other employee benefits

## **Council Pay Rates / Scales**

The Council considers it important to be able to locally determine pay rates. This enables it to respond to regional and local labour market conditions. The Council benchmarks its pay rates with other London Boroughs to ensure that it is able to recruit and retain qualified and competent employees.

The following Council pay scales were revised by the Council in January 2013 as a result of the modernising review:

- Harrow pay scale
- Senior Professional & Managerial pay scale
- Chief Officer pay scales
- Chief Executive pay scale

The Council also revised the pay scales for employees who are Education Psychologists (Soulbury), Nursery Nurses and Youth & Community Workers.

The January 2012 pay scales are published at:

[http://www.harrow.gov.uk/downloads/download/3321/harrow\\_pay\\_scale](http://www.harrow.gov.uk/downloads/download/3321/harrow_pay_scale)

## **Remuneration of Senior Management (Chief Officers)**

The Council defines its senior management as the top 3 tiers in the management structure commencing with the Chief Executive (Tier 1), Corporate Directors (Tier 2) and Divisional Directors (Tier 3), this includes all statutory and non-statutory Chief Officer and Deputy Chief Officer posts.

A revised senior management structure<sup>5</sup> was implemented during 2012 and appointments have been made to all posts in the new structure.

The current senior management structure including employee payments, names, job descriptions, responsibilities, budgets and numbers of staff is published at:

[http://www.harrow.gov.uk/info/200026/council\\_departments/2172/harrow\\_council\\_organisation\\_and\\_managers/2](http://www.harrow.gov.uk/info/200026/council_departments/2172/harrow_council_organisation_and_managers/2)

[http://www.harrow.gov.uk/downloads/download/2623/harrow\\_council\\_senior\\_managers\\_salaries](http://www.harrow.gov.uk/downloads/download/2623/harrow_council_senior_managers_salaries)

From April 2013 the Council will take over specific public health function from the NHS and is required to appoint a statutory Chief Officer post of Director of Public Health. The post holder will be paid on NHS pay scales and the information published on the Council's website will be updated.

The Council's policy is to minimise the senior management pay bill. The pay rates and numbers of senior managers reduced in 2012/13. Further reductions in the number of senior managers are planned.

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<sup>5</sup> A revised senior management structure was agreed by Cabinet in December 2011

The Council may, in exceptional circumstances, employ senior managers under contracts for services. The Council publishes details of all payments made under contracts for services in excess of £500 at:

[http://www.harrow.gov.uk/info/200110/council\\_budgets\\_and\\_spending/2226/council\\_spending](http://www.harrow.gov.uk/info/200110/council_budgets_and_spending/2226/council_spending)

### **Remuneration of Lowest Paid Employees**

The Council defines its lowest paid employees as those paid at the lowest pay spine column point on the lowest Harrow pay grade, excluding trainees and apprentices. This changed as a result of the modernising review and from 1 April 2013 will be spinal column point 1 of grade 1 on the Harrow pay scale. This means the Council's lowest paid employees are paid not less than the London Living Wage.

### **Pay Multiple**

The 'pay multiple' is the ratio between the highest paid salary and the median average salary of the Council's workforce. The Council's highest paid employee is the Chief Executive and the current pay multiple is published at: [http://www.harrow.gov.uk/downloads/file/11582/senior\\_manager\\_salaries\\_2012-13](http://www.harrow.gov.uk/downloads/file/11582/senior_manager_salaries_2012-13)

### **Pay Grading**

In 2004 the Council entered into a single status agreement with its recognised trade union, introducing common job evaluation schemes<sup>6</sup> and pay scales for the Council's former manual workers, administrative, professional, technical and clerical employees with the exception of Education Psychologists, Nursery Nurses, Youth & Community Workers, Chief Officers and the Chief Executive.

In 2007 job evaluation was extended to include Chief Officers.

From April 2013 the Council will take over specific public health functions from the NHS and staff who transfer from the NHS to the Council will remain on NHS grades and pay scales.

### **Pay on Appointment**

All employees, including Chief Officers are normally appointed on the lowest pay spine column point for their job evaluated grade. In exceptional circumstances employees may be appointed at a higher point.

The Council delegates authority to the Chief Officer Employment Panel to make recommendations to Council on the appointment of the Head of Paid Service and to make appointments of Chief Officers in accordance with the Council's Pay Policy.

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<sup>6</sup> The Greater London Provincial Council (GLPC) Scheme is used for all Harrow grade jobs and the Hay Scheme for senior professional and managerial jobs

## **Pay Progression**

All employees are able to incrementally progress through the pay spine column points for their job evaluated grade.

Progression will normally be one increment (pay spine column point) on the 1<sup>st</sup> of April each year until they reach the top of their grade.

Progression for Chief Officers is subject to the following qualifications:

- i. increments may be accelerated within a Chief Officer's scale at the discretion of the council on the grounds of special merit or ability.
- ii. an increment may be withheld following an adverse report on a Chief Officer (subject to that Chief Officer's right of appeal). Any increment withheld may be paid subsequently if the Chief Officer's services become satisfactory.

The criteria for pay progression for other staff was changed as a result of the modernising review so that progression for all staff is now subject to satisfactory performance.

## **Performance Related Pay**

Council employees including the Chief Executive and Chief Officers do not currently receive performance related payments or bonuses.

The Council operates a Reward and Recognition Scheme for employees who, subject to meeting the criteria of the scheme, may receive payments of £250 or £500. Details of Reward and Recognition payments to senior management are published at:

[http://www.harrow.gov.uk/downloads/file/11582/senior\\_manager\\_salaries\\_2012-13](http://www.harrow.gov.uk/downloads/file/11582/senior_manager_salaries_2012-13):

## **National / Regional Pay Agreements**

The Council supports the national (JNC/NJC<sup>7</sup>) and regional (GLPC) collective bargaining arrangements for pay and conditions of service and the pay scales for all employees, including the Chief Executive and Chief Officers, are increased in line with national and regional pay agreements.

The last pay agreement increasing pay for the Chief Executive and Chief Officers was implemented in 2008/9.

The last pay agreement increasing pay for all other non-teaching employees was implemented in 2009/10.

## **Market Supplements**

The Council may apply market supplement payments to jobs with recruitment or retention difficulties. Details of market supplement payments to senior management are published at:

[http://www.harrow.gov.uk/downloads/file/11582/senior\\_manager\\_salaries\\_2012-13](http://www.harrow.gov.uk/downloads/file/11582/senior_manager_salaries_2012-13)

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<sup>7</sup> Joint Negotiating Committee / National Joint Council

## **Fees for Election Duties**

The Council's policy for payment of fees for election duties is published at:  
[http://www.harrow.gov.uk/info/687/elections\\_information/2560/election\\_fees\\_and\\_charges](http://www.harrow.gov.uk/info/687/elections_information/2560/election_fees_and_charges)

Details of fees for election duties paid to senior management are published at:  
[http://www.harrow.gov.uk/downloads/file/11582/senior\\_manager\\_salaries\\_2012-13](http://www.harrow.gov.uk/downloads/file/11582/senior_manager_salaries_2012-13)

## **Pension**

All employees are able to join the Local Government Pension Scheme and receive benefits in accordance with the provisions of that Scheme as applied by the Council. Details of the Council's policy and decisions in respect of discretionary elements of the Scheme are published at:

[http://www.harrow.gov.uk/downloads/download/3317/pension\\_fund\\_statement](http://www.harrow.gov.uk/downloads/download/3317/pension_fund_statement)

From April 2013 the Council will take over specific public health functions from the NHS and staff who transfer from the NHS to the Council will continue to be members of the NHS Pension Scheme and receive benefits in accordance with the provisions of that Scheme.

## **Other Terms and Conditions of Employment**

The pay, terms and conditions of council employees are set out in employee handbooks. Handbooks are produced for all employees, including managers and senior professionals, Chief Officers and the Chief Executive and the latest editions are published at:

[http://www.harrow.gov.uk/downloads/download/3343/employee\\_handbooks](http://www.harrow.gov.uk/downloads/download/3343/employee_handbooks)

## **Payments on Termination of Employment**

In the event that the Council terminates the employment of an employee on the grounds of redundancy or efficiency of the service they will be entitled to receive compensation and benefits in accordance with the Council's Redundancy and Early Retirement schemes, which are published at:

[http://www.harrow.gov.uk/downloads/download/3343/employee\\_handbooks](http://www.harrow.gov.uk/downloads/download/3343/employee_handbooks)

[http://www.harrow.gov.uk/downloads/download/3306/early\\_retirement\\_scheme](http://www.harrow.gov.uk/downloads/download/3306/early_retirement_scheme)

The Council's Redundancy scheme was changed as a result of the modernising review and compensation payments to employees will reduce from 2014.

Details of redundancy compensation payments paid to senior management are published at:

[http://www.harrow.gov.uk/downloads/file/11582/senior\\_manager\\_salaries\\_2012-13](http://www.harrow.gov.uk/downloads/file/11582/senior_manager_salaries_2012-13)

## **Re-employment of Employees**

Section 7 of the Local Government and Housing Act 1989 requires that every appointment to paid office or employment in a local authority shall be made on merit.

## **Further Information**

For further information on the Council's pay policy please contact the Council's Human Resources & Development Service email [StaffBenefits@harrow.gov.uk](mailto:StaffBenefits@harrow.gov.uk) DD 0208 424 1110

**RECOMMENDATION II**

**CABINET  
MINUTES**

**14 FEBRUARY 2013**

**Chairman:** \* Councillor Thaya Idaikkadar

**Councillors:**

* Bob Currie	* Phillip O'Dell
* Margaret Davine	* David Perry
* Keith Ferry	* Sachin Shah
* Mitzi Green	† Bill Stephenson
* Graham Henson	

**In attendance:** James Bond Minute 583  
**(Councillors)** Susan Hall Minute 583  
 Barry Macleod-Cullinane Minute 583

\* Denotes Member present  
 † Denotes apologies received

**RECOMMENDED ITEMS**

**587. Key Decision - Final Revenue Budget and Medium Term Financial Strategy 2013/14 to 2016/17**

Upon receiving congratulatory remarks from the Leader of the Council for proposing a balanced budget for two years and setting out a long term view, the Portfolio Holder of Finance introduced the report, which set out the final revenue budget for 2013/14 and the Medium Term Financial Strategy (MTFS) for 2016/17. He thanked all the Portfolio Holders and officers for assisting in the delivery of a two year balanced budget. He was proud to present a 'people' centred budget rather than one that was 'place' centred.

The Portfolio Holder for Finance provided the context in which the budget had been set and reflected on the changes since the draft budget had been considered by Cabinet in December 2012. The Portfolio Holder highlighted the unprecedented levels of cuts facing Councils, which were in the region of

28%, whilst government departments were averaging a cut of 8% only, which he considered to be unfair. Moreover, Harrow started with a low base as it received a low grant and he urged all to sign up to the 'Campaign for a Fair Grant' launched jointly with the Harrow Observer to persuade the government to improve Harrow's share of government grant allocated to Councils each year.

The 'Campaign for a Fair Grant' should be seen in the context that Harrow would lose some £10m and £9m in the next two years before taking into account the inflationary and demographic pressures. He added that the increases in fares, levied by the Mayor of London, amounted to a 'stealth' tax, which for Harrow was a cost in the region of £700k, which adversely affected on the existing pressures to the budget. Another matter that had to be resolved was the financial situation inherited from the former administration which had required the reallocation of £4m from the Capital to Revenue Budget.

The Portfolio Holder for Finance was pleased to report that the contingency fund of £125k, a legacy of the previous administration, had been increased to £3m and that the reserves had been increased by 25% to help with risks associated with the budget. He outlined some of the key aspects proposed in the budget:

- an increase in Council Tax by 2%, a difficult decision for the Council to make due to an unfair grant from the government;
- a reduction in street sweeping;
- the hiring of additional social workers to safeguard the vulnerable, particularly children thereby ensuring that the Council's Corporate parenting role was not compromised;
- investment in the Harrow Help Scheme, to help those affected by the welfare cuts, Xcite Project and the borough's youth and a London Living wage for staff;
- retention of the Children's Centres and all libraries except that the Civic Centre and Gayton Road libraries would be merged;
- adequate contingency to meet the costs associated with the government's welfare cuts which would impact adversely on the Council. Harrow was expecting an increase in the number of homeless people;
- an increase in the overall budget for the grant giving function of the Council to the Voluntary Sector and listening to those affected by the grants given, such as Harrow Young Musicians;
- efficiency savings by improved procurement;



- helping local businesses by providing 20 minute free parking and the introduction of a Harrow Card, to help revitalise local businesses;
- provision of 'preventative' services, such as 'Circles of Support', and reablement.

Cabinet was informed of the risks associated with the budget, including those resulting from the government which was shunting its costs to the Councils whilst reducing the funding given. Additional shunting of costs from the Primary Care Trusts (PCTs) and future Clinical Commissioning Groups was also a factor which needed addressing.

In concluding his remarks, the Portfolio Holder for Finance stated that the Council had been positive in managing the demands of the budget process, whilst taking a long term view.

The Corporate Director of Resources, in her capacity as the Council's Chief Finance Officer, drew attention to the updated Risk Register, including the analysis undertaken on these risks. She drew attention to the Equality Impact Assessment (EqIA), which had been circulated to all Cabinet Members to show the cumulative impact of decisions relating to the budget.

The Corporate Director of Resources explained that some savings built-in to the budget would require further consultation. She commented on the robustness of the budget, including the adequacy of the contingency and reserves held and confirmed that these had the capacity to deal with the changes proposed. In her view, the budget was robust and that it would be monitored.

The Portfolio Holders for Performance, Customer Services and Corporate Services, and Adult Social Care, Health and Wellbeing welcomed a two year budget, which would protect the vulnerable, ensure that the services provided were sustainable with 'prevention' being a fundamental aspect in the health and wellbeing of people, whilst positioning the Council for further cuts beyond 2015.

**Resolved to RECOMMEND:** (to Council) That

- (1) the budget be approved to enable the Council Tax for 2013/14 to be set;
- (2) the Medium Term Financial Strategy, at appendix 1 to the report, be endorsed;
- (3) the policy on the use of the contingency, at appendix 6 to the report, be approved;
- (4) in relation to schools, the schools budget, at appendix 7 to the report, be approved;
- (5) the Reserves Policy, at appendix 9 to the report, be approved;

- (6) the Members' Allowances Scheme, at appendix 14 to the report, be adopted for 2013/14;
- (7) that the model Council Tax resolution, at appendix 11 to the report, be approved;
- (8) the Annual Pay Policy Statement for 2013-14, at Appendix 15 to the report, be endorsed.

**Reason for Decision:** To ensure that the Council sets a balanced budget for 2013/14.

**Alternative Options considered and rejected:** As set out in the report.

**Conflict of Interest relating to the matter declared by Cabinet Member/Dispensation granted:** None.

## Model Council Tax Resolution

## Harrow Council

## Council Tax Resolution 2013-2014

Cabinet to approve as part of the Summons for Council, the model budget and Council Tax resolutions reflecting the recommendations of Cabinet and the GLA precept.

Council is requested to determine the level of the Council Tax for 2013-2014 in the light of the information on the precept and make the calculations set out in the resolution shown below.

- (1) To note that at its meeting on 22 January 2013 the Council calculated the amount of 76,874 as its Council Tax Base for the year 2013-2014 in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 made under Section 33 (5) of the Local Government Finance Act 1992.
- (2) That the following amounts be now calculated by the Council for the year 2013-2014, in accordance with Sections 32 to 36 of the Local Government Finance Act 1992:
  - (i) Being the aggregate of the amounts which the Council estimates for the items set out in Section 32 (2) (a) to (e) of the Act. **(Gross expenditure)**

£586,864,067
  - (ii) Being the aggregate of the amounts which the Council estimates for the items set out in Section 32 (3)(a) to (c) of the Act. **(Gross income including use of reserves)**

£405,801,002
  - (iii) Being the amount by which the aggregate at (i) above exceeds the aggregate at (ii) above, calculated by the Council, in accordance with Section 32(4) of the Act, **as its budget requirement for the year.**

£181,063,065
  - (iv) Being the aggregate of the sums which the Council estimates will be payable for the year into its General Fund in respect of redistributed non-domestic rates, revenue support grant, increased by the amount of the sums which the Council estimates will be transferred in the year from its Collection Fund its Collection Fund in accordance with Section 97(4) of the Local Government Finance Act 1988 (Collection Fund Surplus)
 

£88,024,000

(v) Being **the amount to be raised from Council Taxes**

Calculated as the amount at 2 (iii) above less the amount at 2 (iv.) above.

£93,039,065

(vi) Being the amount at (v) divided by the Council Tax Base, calculated by the Council at its meeting on 22 January 2013 in accordance with Section 33 (1) of the Act, as the basic amount of its Council tax for the year. (***The average Band D Council Tax***)

£1,210.28

(vii) Valuation Bands

	A	B	C	D	E	F	G	H
£	806.85	941.33	1075.80	1210.28	1479.23	1748.18	2017.13	2420.56

Being the amounts given by multiplying the amount at (vi.) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

(3)

That it be noted that for 2013-2014 the Greater London Authority stated the following amount in precept issued to the Council, in accordance with section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below

Valuation Bands

	A	B	C	D	E	F	G	H
£	202.00	235.67	269.33	303.00	370.33	437.67	505.00	606.00

(4)

That, having calculated the aggregate in each case of the amounts at (2)(vii) and (3) above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of Council Tax for the year 2013-2014 for each of the categories of dwellings shown below

Valuation Bands

	A	B	C	D	E	F	G	H
£	1,008.85	1,177.00	1,345.14	1,513.280	1,849.56	2,185.85	2,522.13	3,026.56

MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17

	2012-13	2013-14	2014-15	2015/16	2016-17
	£000	£000	£000	£000	£000
<b>Budget Requirement Brought Forward</b>		173,113	181,063	174,120	168,874
Capital Financing Costs		1,102	-743	-390	841
Grant Changes		11,914	642	475	-525
Other Technical Changes		4,557	1,235	2,279	3,289
Inflation		2,784	3,160	4,060	4,060
Transformation		-2,234	-296	-140	0
Community Health and Wellbeing		-2,255	-6,282	2,800	2,500
Children and Families		-1,076	-1,672	413	413
Environment and Enterprise Resources		-4,469	-1,414	675	753
		-2,373	-1,573	275	-225
<b>Total</b>		<b>7,950</b>	<b>-6,943</b>	<b>10,447</b>	<b>11,106</b>
<b>FUNDING GAP</b>		<b>0</b>	<b>0</b>	<b>-15,693</b>	<b>-14,236</b>
<b>Total Change in Budget Requirement</b>		<b>7,950</b>	<b>-6,943</b>	<b>-5,246</b>	<b>-3,130</b>
<b>Revised Budget Requirement</b>	<b>173,113</b>	<b>181,063</b>	<b>174,120</b>	<b>168,874</b>	<b>165,744</b>
Collection Fund Deficit/-surplus	-1,335	-1,045	-500	0	0
Revenue Support Grant	-67,196	-52,100	-43,075	-36,282	-31,066
Top Up		-20,154	-20,773	-20,773	-20,773
Retained Non Domestic Rates	0	-14,725	-14,872	-15,021	-15,171
<b>Amount to be raised from Council Tax</b>	<b>104,582</b>	<b>93,039</b>	<b>94,900</b>	<b>96,798</b>	<b>98,734</b>
<b>Council Tax at Band D</b>	<b>£1,186.55</b>	<b>£ 1,210.28</b>	<b>£ 1,234.49</b>	<b>£ 1,259.18</b>	<b>£1,284.36</b>
<b>Increase in Council Tax (%)</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
Tax Base	88,140	76,874	76,874	76,874	76,874
Collection rate	98.50%	97.50%	97.50%	97.50%	97.50%
Gross Tax Base	89,482	78,845	78,845	78,845	78,845

## Members' Allowances Scheme

1. This scheme shall have effect until 31st March 2014. It replaces all former schemes.

## Basic Allowance

2. A basic allowance of £8,160 per annum shall be paid to each Councillor.

## Special Responsibility Allowances and Mayoral Allowances

3. (1) A special responsibility allowance shall be paid to those Councillors who have the special responsibilities in relation to the posts specified in Schedule 1 to this scheme. The amount of each such allowance shall be the amount specified against that special responsibility in that schedule.  
(2) An allowance of £10,250 per annum shall be paid to the Mayor and an allowance of £2,040 per annum shall be paid to the Deputy Mayor.  
(3) No Member may receive special responsibility allowances in respect of more than one post. For the purposes of this paragraph, the mayoral allowances referred to in 3(2) above are considered to be special responsibility allowances.

## Up-rating the Basic and Special Responsibility Allowances

4. The basic allowance and special responsibility allowances may be up-rated annually in line with an index approved by the London Councils Independent Panel. The index to be used will be the level of the Local Government Pay Settlement. When making the scheme for 2014/15, the indexing arrangements will be reviewed.

## Travel and Subsistence Allowances

5. The reimbursement of travel and subsistence expenses incurred in respect of **approved duties** (as set out in Schedule 2) **undertaken outside the Borough boundaries** can be claimed by Members, co-optees to formal Council committees and Independent Members of the Standards Committee at the rates paid and on the conditions specified in the officer scheme for travel and subsistence allowances.

## **Carers' Allowance**

6. (1) The allowance shall only be paid for attendance at approved duties as listed in Appendix A.
- (2) The maximum basic rate of pay is £2.90 per half hour for the duration of the meeting together with the Member's travel time between home and the place of the meeting and the carer's reasonable travelling time.
- (3) The allowance is claimable in respect of children aged 15 or under or where a professional carer is required to meet a specialist need (e.g. a nurse for an elderly person).
- (4) Actual costs will be paid **on production of an invoice or receipt**.
- (5) Where the length of the meeting cannot be predicted and payment to the carer is necessarily contractually committed then a payment of up to 4 hours will be made. (For day time quasi-judicial meetings, payment of up to 8 hours may be made if the estimated length of the meeting is for the whole day).
- (6) In addition, the reasonable travelling expenses of the person taking care of the dependent shall be reimbursed either at the appropriate public transport rate, or in cases of urgency or where no public transport is available, the amount of any taxi fare actually paid.
- (7) The allowance is not to be paid where the carer is a member of the Member's household.
- (8) Any dispute as to the entitlement and any allegation of abuse should be referred to the Standards Committee for adjudication.

## **Co-optees' Allowance**

7. A basic allowance of £445 per annum shall be paid to co-optees to formal Council Committees and Independent Members of the Standards Committee.

## **Claims and Payments**

8. (1) A claim for allowances or expenses under this scheme shall be made in writing within two months of the date of undertaking the duty in respect of which the entitlement to the allowance or expense relates.
- (2) Payment shall be made
  - (a) in respect of basic and special responsibility allowances, in instalments of one-twelfth of the amount specified in this scheme each month;
  - (b) in respect of out-borough travel and subsistence expenses and Carers' Allowance, each month in respect of claims received up to one month before that date.

## **Backdating**

9. Any changes made to this scheme during the year may be backdated to 1<sup>st</sup> April 2013 by resolution of the Council when approving the amendment.

## **Pensions**

10. Allowances paid under the Harrow Members' Allowances Scheme will **not** be pensionable for the purposes of the Superannuation Act.

## **Renunciation**

11. A person may, by notice in writing given to the Chief Executive, elect to forgo any part of his/her entitlement to an allowance under this scheme.

## **Withholding Allowances**

12.
  - (1) In the event that a Member is suspended from duties, that Member's basic allowance and special responsibility allowance (if any) will be withheld for the whole period of the Member's suspension.
  - (2) In the event that a Member is partially suspended from duties, that Member's basic allowance will be paid but their SRA, if any, will be withdrawn for the period of the partial suspension.



### Approved duties for Carers' Allowance

- ◆ A meeting of the Executive.
- ◆ A meeting of a committee of the Executive.
- ◆ A meeting of the Authority.
- ◆ A meeting of a Committee or Sub-Committee of the Authority.
- ◆ A meeting of some other body to which the Authority make appointments or nominations.
- ◆ A meeting of a committee or sub-committee of a body to which the Authority make appointments or nominations.
- ◆ A meeting which has both been authorised by the Authority, a committee, or sub-committee of the Authority or a joint committee of the Authority and one or more other authorities, or a sub-committee of a joint committee and to which representatives of more than one political group have been invited (if the Authority is divided into several political groups) or to which two or more councillors have been invited (if the authority is not divided into political groups).
- ◆ A meeting of a Local Authority association of which the Authority is a member.
- ◆ Duties undertaken on behalf of the Authority in pursuance of any Procedural Rule of the Constitution requiring a member or members to be present while tender documents are opened.
- ◆ Duties undertaken on behalf of the Authority in connection with the discharge of any function of the Authority conferred by or under any enactment and empowering or requiring the Authority to inspect or authorise the inspection of premises.
- ◆ Duties undertaken on behalf of the Authority in connection with arrangements made by the authority for the attendance of pupils at a school approved for the purposes of section 342 of the Education Act 1996.

## Schedule 1

### Special Responsibility Allowances (SRAs)

There are 7 bands of SRAs:

<b>Band</b>	<b>Post</b>	<b>SRA – £/annum</b>
<b>1</b>	Leader of the third largest Group Deputy Leader of the second largest Group Chief Whips of the two largest Groups Chairman of Governance, Audit and Risk Management Committee Chairman of Standards Committee Support Members for Cabinet	<b>£2,040</b>
<b>2</b>	Performance Lead Members for Scrutiny Policy Lead Members for Scrutiny	<b>£3,060</b>
<b>3</b>	Nominated Member of the largest party not holding the Chair of the Planning Committee Chairman of the Traffic Advisory Panel Chairman of the Grants Advisory Panel	<b>£4,590</b>
<b>4</b>	Chairman of Licensing and General Purposes Committee Chairman of the Performance and Finance Scrutiny Sub Chairman of the Health and Social Care Scrutiny Sub Nominated Member of the largest party not holding the Chair of the Performance and Finance Scrutiny Sub Nominated Member of the largest party not holding the Chair of the Overview and Scrutiny Committee Portfolio Adviser	<b>£6,630</b>
<b>5</b>	Chairman of the Planning Committee Chairman of the Overview and Scrutiny Committee Leader of the Second Largest Group	<b>£8,670</b>
<b>6</b>	Deputy Leader Cabinet Members	<b>£19,690</b>
<b>7</b>	Leader	<b>£30,799</b>

#### **NOTE**

In the Council for 2010 to 2014, the Groups are as follows:-

Largest Group = Labour Group

Second Largest Group = Conservative Group

## Schedule 2

### Claims for Out-Of-Borough Travel and Subsistence Expenses

#### Duties Undertaken Out-of-Borough

Claims for travel and subsistence expenses incurred can normally only be paid in respect of approved duties undertaken at venues out of the Borough. Expenses will be reimbursed at the rates paid and on the conditions specified in the officer scheme for travel and subsistence allowances.

1. Members may claim travel and subsistence expenses in respect of the following **out-of-Borough** duties:-
  - (a) Attendance at any meeting which may be convened by the Authority provided that Members of at least two groups are invited and the meeting is not convened by officers.
  - (b) Attendance at a meeting of an outside body to which the Member has been appointed or nominated as a representative of the Council, where the Outside Body does not itself operate a scheme to reimburse travel and subsistence expenses.
  - (c)
    - (i) attendance at an appropriate out-of-Borough conference, seminar, meeting or other appropriate non-political event as a representative of an Outside Body to which that Member has been either nominated or appointed by Council to serve in a role with a specific pan-Authority remit;
    - (ii) attendance at meetings in the capacity of a direct appointee of a Local Authority Association, joint or statutory body or other London-wide or national body subject to the following proviso: that the Member serves on the appointing body by virtue of an appointment made by Council to an authorised Outside Body; subject in either case to the Outside Body/Bodies concerned themselves not making provision for any travel and subsistence expenses necessarily incurred.
  - (d) Attendance at a meeting of any association of local authorities of which the Authority is a member and to which the Member has been appointed as a representative.
  - (e) Attendance at a training session, conference, seminar or other non-political event, the attendance fees for which are being funded by the Council through a Departmental or a corporate budget.
  - (f) Attendance at any training session, conference, seminar or other non-political event for which there is either no attendance fee or any attendance fee is being met by the Member him/herself (or from the relevant political group secretariat budget) subject to the relevant Director confirming that the content of the training, conference, seminar or event is relevant to the Member's responsibilities in respect of the services provided by the Authority or to the management of the Authority.
2. Duties for which out-of-Borough travel and subsistence expenses may not be claimed include:-
  - (a) Political meetings or events.
  - (b) Any meetings of 'Outside Bodies' to which the Member has not been appointed or nominated by the Council as its representative.
  - (c) Meetings of the Governing Bodies of Schools.

## HARROW COUNCIL PAY POLICY STATEMENT 2013/14

Harrow Council supports openness and accountability and is pleased to publish its Pay Policy Statement for 2013/14. In compliance with the Localism Act 2011 this statement outlines the Council's policy on pay and benefits for Council employees (excluding Schools)<sup>1</sup> and specifically for its senior management for 2013/14.

### Context

The context for the Council's Pay Policy is the Council's Strategy for People<sup>2</sup> [http://www.harrow.gov.uk/downloads/file/11213/strategy\\_for\\_people](http://www.harrow.gov.uk/downloads/file/11213/strategy_for_people).

The significant change experienced in recent years will continue in the foreseeable future and will be felt by all Council staff, regardless of level or role. Delivery models will continue to be developed, which will affect individual members of staff as we see more services delivered with partners, by private, public or third sector providers and through shared services.

The scale of the challenges facing the Council requires that our workforce and that of our partners is suitably skilled and motivated. At the time of writing this statement the Council is in the process of drafting its new Strategy for People which, when completed, will be published on the Council's website.

The Council's new Strategy for People 2013-2016 will set out the Council's strategy to ensure this collective workforce is able to meet those challenges and deliver against the priorities set out in this plan.

The new Strategy will therefore remain focused on ensuring our workforce has the capability, competence and confidence to deliver quality services to our community and builds on the foundations of our previous Strategy to achieve this through:

- Recruiting and retaining the **Right People**
- Who have the **Right Skills**
- Working on the **Right Things**
- And are supported to work in the **Right Way and Motivation**
- To support the **Council's Vision**.

The Council seeks to reduce income inequality and ensure that the pay, terms and conditions of Council employees comply with the Council's duties under the Equality Act. The Council recognises that a significant proportion of the workforce lives locally<sup>3</sup> and that therefore its pay policy helps support a strong local economy.

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<sup>1</sup> The Pay Accountability provisions of the Localism Act 2011 do not apply to staff employed in Schools

<sup>2</sup> The Council's current Strategy for People 2010-12 was agreed by Cabinet in March 2010 a new Strategy is being developed for 2013-16

<sup>3</sup> 60% of employees have a permanent address with a Harrow (HA) postcode

## Modernising Terms & Conditions Review 2011/12

In 2011/12 the Council undertook a review of pay and terms and conditions for employees. The objectives of the review, which were agreed by Cabinet, were to:

- Modernise: to support the future needs of the Council.
- Simplify: wherever possible, to make terms and conditions easier to understand and reduce administration.
- Reduce cost: to reduce the costs of terms and conditions of employment as part of its plan to make savings over the next 3 years.
- Give greater choice: to continue to have core terms and conditions but to provide each individual with an element of choice beyond that.

The modernising review was completed in 2012 and the Council reached a collective agreement with the relevant recognised trade unions, which introduced changes to the pay, terms and conditions of all employees covered by this Pay Policy Statement, including those of senior management, from January 2013.

The collective agreement is published at [http://www.harrow.gov.uk/downloads/file/13003/collective\\_agreement-novemeber\\_2012](http://www.harrow.gov.uk/downloads/file/13003/collective_agreement-novemeber_2012)

The changes introduced through the collective agreement are in accordance with the Council's Pay Policy Statement 2012/13 and include the following key provisions:

- 2.5% pay cut for the Chief Executive and Corporate Directors
- 1% pay cut for staff earning £21,375 and above
- Revised grading structure so that the Council's lowest paid employees are paid not less than the London Living Wage.<sup>4</sup>
- A pilot scheme making incremental pay progression subject to performance
- No enhancements for overtime or weekend working except for Bank Holidays and night work
- Reduced redundancy compensation payments
- Improved salary sacrifice schemes and other employee benefits

### Council Pay Rates / Scales

The Council considers it important to be able to locally determine pay rates. This enables it to respond to regional and local labour market conditions. The Council benchmarks its pay rates with other London Boroughs to ensure that it is able to recruit and retain qualified and competent employees.

The following Council pay scales were revised by the Council in January 2013 as a result of the modernising review:

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<sup>4</sup> London Living Wage is set periodically by the Mayor of London and rose to £8.55 per hour in November 2012.

- Harrow pay scale
- Senior Professional & Managerial pay scale
- Chief Officer pay scales
- Chief Executive pay scale

The Council also revised the pay scales for employees who are Education Psychologists (Soulbury), Nursery Nurses and Youth & Community Workers.

The January 2012 pay scales are published at [http://www.harrow.gov.uk/downloads/download/3321/harrow\\_pay\\_scale](http://www.harrow.gov.uk/downloads/download/3321/harrow_pay_scale)

### **Remuneration of Senior Management (Chief Officers)**

The Council defines its senior management as the top 3 tiers in the management structure commencing with the Chief Executive (Tier 1), Corporate Directors (Tier 2) and Divisional Directors (Tier 3), this includes all statutory and non-statutory Chief Officer and Deputy Chief Officer jobs.

A revised senior management structure<sup>5</sup> was implemented during 2012 and appointments have been made to all posts in the new structure.

The current senior management structure including employee salaries, names, job descriptions, responsibilities, budgets and numbers of staff is published at [http://www.harrow.gov.uk/info/200026/council\\_departments/2172/harrow\\_council\\_organisation\\_and\\_managers/2](http://www.harrow.gov.uk/info/200026/council_departments/2172/harrow_council_organisation_and_managers/2)

[http://www.harrow.gov.uk/downloads/download/2623/harrow\\_council\\_senior\\_managers\\_salaries](http://www.harrow.gov.uk/downloads/download/2623/harrow_council_senior_managers_salaries)

The Council's policy is to minimise the senior management pay bill. The Chief Executive is the only officer whose salary is greater than £150,000 and the pay rates and numbers of senior managers reduced in 2012/13. Further reductions in the number of senior managers are planned.

The Council publishes details of the payments made to senior managers at [http://www.harrow.gov.uk/downloads/file/11582/senior\\_manager\\_salaries\\_2012-13](http://www.harrow.gov.uk/downloads/file/11582/senior_manager_salaries_2012-13)

The Council may, in exceptional circumstances, employ senior managers under contracts for services. The Council publishes details of all payments made under contracts for services in excess of £500 at: [http://www.harrow.gov.uk/info/200110/council\\_budgets\\_and\\_spending/2226/council\\_spending](http://www.harrow.gov.uk/info/200110/council_budgets_and_spending/2226/council_spending)

### **Remuneration of Lowest Paid Employees**

The Council defines its lowest paid employees as those paid at the lowest pay spine column point on the lowest Harrow pay grade, excluding trainees and apprentices. This changed as a result of the modernising review and is now spinal column point 5 of grade 1 on the Harrow pay scale. This means the Council's lowest paid employees are paid not less than the London Living Wage.

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<sup>5</sup> A revised senior management structure was agreed by Cabinet in December 2011

## **Pay Multiple**

The 'pay multiple' is the ratio between the highest paid salary and the median average salary of the Council's workforce. The Council's highest paid employee is the Chief Executive and the current pay multiple is published at [http://www.harrow.gov.uk/downloads/file/11582/senior\\_manager\\_salaries\\_2012-13](http://www.harrow.gov.uk/downloads/file/11582/senior_manager_salaries_2012-13)

## **Pay Grading**

In 2004 the Council entered into a single status agreement with its recognised trade union, introducing common job evaluation schemes<sup>6</sup> and pay scales for the Council's former manual workers, administrative, professional, technical and clerical employees with the exception of Education Psychologists, Nursery Nurses, Youth & Community Workers, Chief Officers and the Chief Executive.

In 2007 job evaluation was extended to include Chief Officers.

## **Pay on Appointment**

All employees, including Chief Officers are normally appointed on the lowest pay spine column point for their job evaluated grade. In exceptional circumstances employees may be appointed at a higher point.

The Council delegates authority to the Chief Officer Employment Panel to make recommendations to Council on the appointment of the Head of Paid Service and to make appointments of Chief Officers in accordance with the Council's Pay Policy.

## **Pay Progression**

All employees are able to incrementally progress through the pay spine column points for their job evaluated grade.

Progression will normally be one increment (pay spine column point) on the 1<sup>st</sup> of April each year until they reach the top of their grade.

Progression for Chief Officers is subject to the following qualifications:

- i. increments may be accelerated within a Chief Officer's scale at the discretion of the council on the grounds of special merit or ability.
- ii. an increment may be withheld following an adverse report on a Chief Officer (subject to that Chief Officer's right of appeal). Any increment withheld may be paid subsequently if the Chief Officer's services become satisfactory.

The criteria for pay progression for other staff was changed as a result of the modernising review so that progression for all staff is now subject to satisfactory performance.

## **Performance Related Pay**

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<sup>6</sup> The Greater London Provincial Council (GLPC) Scheme is used for all Harrow grade jobs and the Hay Scheme for senior professional and managerial jobs



Council employees including the Chief Executive and Chief Officers do not currently receive performance related payments or bonuses.

The Council operates a Reward and Recognition Scheme for employees who, subject to meeting the criteria of the scheme, may receive payments of £250 or £500. Details of Reward and Recognition payments to senior management are published at

[http://www.harrow.gov.uk/downloads/file/11582/senior\\_manager\\_salaries\\_2012-13](http://www.harrow.gov.uk/downloads/file/11582/senior_manager_salaries_2012-13)

## **National / Regional Pay Agreements**

The Council supports the national (JNC/NJC<sup>7</sup>) and regional (GLPC) collective bargaining arrangements for pay and conditions of service and the pay scales for all employees, including the Chief Executive and Chief Officers, are increased in line with national and regional pay agreements.

The last pay agreement increasing pay for the Chief Executive and Chief Officers was implemented in 2008/9.

The last pay agreement increasing pay for all other non-teaching employees was implemented in 2009/10.

## **Market Supplements**

The Council may apply market supplement payments to jobs with recruitment or retention difficulties. Details of market supplement payments to senior management are published at

[http://www.harrow.gov.uk/downloads/file/11582/senior\\_manager\\_salaries\\_2012-13](http://www.harrow.gov.uk/downloads/file/11582/senior_manager_salaries_2012-13)

## **Fees for Election Duties**

The Council's policy for payment of fees for election duties is published at [http://www.harrow.gov.uk/info/687/elections\\_information/2560/election\\_fees\\_and\\_charges](http://www.harrow.gov.uk/info/687/elections_information/2560/election_fees_and_charges)

Details of fees for election duties paid to senior management are published at [http://www.harrow.gov.uk/downloads/file/11582/senior\\_manager\\_salaries\\_2012-13](http://www.harrow.gov.uk/downloads/file/11582/senior_manager_salaries_2012-13)

## **Pension**

All employees are able to join the Local Government Pension Scheme and receive benefits in accordance with the provisions of that Scheme as applied by the Council. Details of the Council's policy and decisions in respect of discretionary elements of the Scheme are published at

[http://www.harrow.gov.uk/downloads/download/3317/pension\\_fund\\_statement](http://www.harrow.gov.uk/downloads/download/3317/pension_fund_statement)

## **Other Terms and Conditions of Employment**

The pay, terms and conditions of council employees are set out in employee handbooks. Handbooks are produced for all employees, including managers and senior professionals, Chief Officers and the Chief Executive and the latest editions are published at

[http://www.harrow.gov.uk/downloads/download/3343/employee\\_handbooks](http://www.harrow.gov.uk/downloads/download/3343/employee_handbooks)

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<sup>7</sup> Joint Negotiating Committee / National Joint Council



## **Payments on Termination of Employment**

In the event that the Council terminates the employment of an employee on the grounds of redundancy or efficiency of the service they will be entitled to receive compensation and benefits in accordance with the Council's Redundancy and Early Retirement schemes, which are published at:

[http://www.harrow.gov.uk/downloads/download/3343/employee\\_handbooks](http://www.harrow.gov.uk/downloads/download/3343/employee_handbooks)

[http://www.harrow.gov.uk/downloads/download/3306/early\\_retirement\\_scheme](http://www.harrow.gov.uk/downloads/download/3306/early_retirement_scheme)

The Council's Redundancy scheme was changed as a result of the modernising review and compensation payments to employees will reduce from 2014.

Details of redundancy compensation payments paid to senior management are published at

[http://www.harrow.gov.uk/downloads/file/11582/senior\\_manager\\_salaries\\_2012-13](http://www.harrow.gov.uk/downloads/file/11582/senior_manager_salaries_2012-13)

## **Re-employment of Employees**

Section 7 of the Local Government and Housing Act 1989 requires that every appointment to paid office or employment in a local authority shall be made on merit.

## **Further Information**

For further information on the Council's pay policy please contact the Council's Human Resources & Development Service email [StaffBenefits@harrow.gov.uk](mailto:StaffBenefits@harrow.gov.uk) DD 0208 424 1110

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**COUNCIL**  
**28 FEBRUARY 2013**

**CABINET RECOMMENDATION**  
**(14 FEBRUARY 2013)**

**RECOMMENDATION III: CAPITAL PROGRAMME**  
**2013/14 TO 2016/17**

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**RECOMMENDATION III**

**CABINET  
MINUTES**

**14 FEBRUARY 2013**

**Chairman:** \* Councillor Thaya Idaikkadar

**Councillors:**

* Bob Currie	* Phillip O'Dell
* Margaret Davine	* David Perry
* Keith Ferry	* Sachin Shah
* Mitzi Green	† Bill Stephenson
* Graham Henson	

<b>In attendance:</b>	James Bond	Minute 583
<b>(Councillors)</b>	Susan Hall	Minute 583
	Barry Macleod-Cullinane	Minute 583

\* Denotes Member present  
† Denotes apologies received

**RECOMMENDED ITEMS**

**588. Key Decision - Capital Programme 2013/14 to 2016/17**

The Portfolio Holder for Finance introduced the report, which proposed the Capital Programme for 2013/14 and the indicative levels of resources for 2014/15 to 2016/17 that formed part of the annual budget review process. He explained that due to the uncertainty about the future levels of government grants, the Council had set out a detailed one year plan with indicative funding levels of £17m and £15m for the following two years.

The Portfolio Holder for Finance outlined the level of investment contained within the Capital Programme to address some of the maintenance backlog. He outlined three project areas which had been included:

- School Expansion Programme, which would be funded by the use of Section 106 planning resources if sufficient capital grant was not available;
- Transformation New Projects, which might initially be funded from reserves;
- Land Acquisition, with financing costs being capitalised as part of the development costs.

Whilst briefing Cabinet of the uncertainties, the Portfolio Holder identified some of the notable projects contained in the 2013/14 Capital Programme, such as disabled facilities grant, empty properties and private sector initiatives grants, highways programme of £4.8m, which would benefit the community, and the continued investment in Harrow Town Centre.

The Portfolio Holder for Performance, Customer Services and Corporate Services highlighted the importance of the disabled facilities grant which would support the 'prevention' agenda supported the desire to remove the backlog maintenance through the use of the Transformation money.

**Resolved to RECOMMEND:** (to Council)

That the Capital Programme, as detailed in Appendix 1 to the report, be approved.

**Reason for Decision:** To enable the Council to have an approved Capital Programme for 2013/14.

**Alternative Options considered and rejected:** None.

**Conflict of Interest relating to the matter declared by Cabinet Member/Dispensation granted:** None.

**COUNCIL**  
**28 FEBRUARY 2013**

**CABINET RECOMMENDATION**  
**(14 FEBRUARY 2013)**

**RECOMMENDATION IV:**      **HOUSING REVENUE**  
   **ACCOUNT BUDGET 2013-14**  
   **AND MEDIUM TERM**  
   **FINANCIAL STRATEGY 2014-**  
   **15 TO 2016-17**

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**RECOMMENDATION IV**

**CABINET  
MINUTES**

**14 FEBRUARY 2013**

**Chairman:** \* Councillor Thaya Idaikkadar

**Councillors:**

* Bob Currie	* Phillip O'Dell
* Margaret Davine	* David Perry
* Keith Ferry	* Sachin Shah
* Mitzi Green	† Bill Stephenson
* Graham Henson	

**In attendance:** James Bond Minute 583  
**(Councillors)** Susan Hall Minute 583  
 Barry Macleod-Cullinane Minute 583

\* Denotes Member present  
 † Denotes apologies received

**RECOMMENDED ITEMS**

**589. Key Decision - Housing Revenue Account Budget 2013/14 and Medium Term Financial Strategy 2014/15 to 2016/17**

The Portfolio Holder for Housing introduced the report, which set out the Housing Revenue Account (HRA) Budget for 2013/14 and the Medium Term Financial Strategy (MTFS) for 2014/15 to 2017/17.

The Portfolio Holder was proud to report on a healthy position in relation to the Council's Housing Revenue Account (HRA), which was being presented to Cabinet following consultation with the Tenants', Leaseholders' and Residents' Consultative Forum, particularly in respect of the proposed rent increase to reflect increased property valuations following the investment in the stock since 1999 and to provide flexibility to develop measures to help those most affected by the government's welfare reform, such as a hardship fund.

The Portfolio Holder summarised the report as follows:

- the overall HRA presented balances of £3.5m over the next four years of the MTF5. The proposed increase in rents would increase balances in the short term allowing the Council to develop a framework for the hardship fund;
- rents and service charges were subject to change if the proposal to increase property values was approved, whilst garage rents would be frozen until the completion of the Garage Strategy review;
- it was intended to increase facility charges to reflect the increase in costs;
- water charges would be based on notified amounts by the provider;
- community centre charges would be increased by 2%;
- the capital programme highlighted the scale of investment and works that would be included in the final programme.

The Portfolio Holder highlighted that a full Business Plan would be presented to Cabinet in April 2013, which would be guided by the decision on rents, the impact of welfare reform, proposals on new affordable housing and the use of capital receipts. He added that having received a clear steer for the provision of additional affordable housing, tangible proposals were being worked on, and he commended the report to Cabinet.

The Corporate Director of Community, Health and Wellbeing referred to the consultation undertaken through the Tenants', Leaseholders' and Residents' Consultative Forum (TLRCF). He was pleased to report on the extra investment secured to help improve customer services and make a contribution to the Harrow Help Scheme, which would help those affected by the government's welfare cuts.

**Resolved to RECOMMEND:** (to Council) That

- (1) the Housing Revenue Account (HRA) Budget for 2013/14, including the additional rent to be generated by the proposed Rental Strategy, be approved;
- (2) the HRA Capital Programme, as detailed in Appendix 7 to the report, be approved;
- (3) the Portfolio Holders for Housing and Finance, in conjunction with the Corporate Directors of Community, Health and Wellbeing and Resources, be delegated authority to adjust the Capital Programme, within the overall capital envelope for 2013/14, without seeking approval from Cabinet to ensure delivery of works.

**Reason for Decision:** To publish the final HRA budget and set Council rents and other charges for 2013/14.

**Alternative Options considered and rejected:** As set out in the report.

**Conflict of Interest relating to the matter declared by Cabinet Member/Dispensation granted:** None.

## APPENDIX III

### HRA Budget 2013-14 and MTFS 2014-15 to 2016-17- Expenditure

All figures in £s	Budget 2013-14 (proposed)	Budget 2014-15 (proposed)	Budget 2015-16 (proposed)	Budget 2016-17 (proposed)
<b>Operating Expenditure:</b>				
Employee Costs	2,428,020	2,448,510	2,489,040	2,530,360
Supplies & Services	904,260	821,710	822,680	823,670
Utility cost (Water & Gas)	594,460	624,180	655,390	688,160
Estate & Sheltered Services	2,648,200	2,685,240	2,772,020	2,815,620
Central Recharges	3,534,170	3,604,860	3,676,960	3,750,490
<b>Operating Expenditure</b>	<b>10,109,110</b>	<b>10,184,500</b>	<b>10,416,090</b>	<b>10,608,300</b>
<b>Repairs Expenditure:</b>				
Repairs – Voids	943,230	974,390	983,770	982,330
Repairs - Responsive	3,026,110	3,132,290	3,196,190	3,235,210
Repairs – Other	2,292,040	2,322,710	2,363,720	2,405,540
<b>Repairs Expenditure</b>	<b>6,261,380</b>	<b>6,429,390</b>	<b>6,543,680</b>	<b>6,623,080</b>
<b>Other Expenditure:</b>				
Contingency - General	200,000	200,000	200,000	200,000
Investment in Services	571,740	473,750	458,780	443,560
Impairment allowance	300,000	400,000	300,000	300,000
RCCO	-	1,179,980	1,719,720	2,304,240
Charges for Capital	6,387,890	6,358,500	6,346,560	6,346,620
Depreciation	6,103,330	6,103,330	6,103,330	6,103,330
<b>Other Expenditure</b>	<b>13,562,960</b>	<b>14,715,560</b>	<b>15,128,390</b>	<b>15,697,750</b>
<b>Total Expenditure</b>	<b>29,933,450</b>	<b>31,329,450</b>	<b>32,088,160</b>	<b>32,929,130</b>

## HRA Budget 2013-14 and MTFS 2014-15 to 2016-17 – Income

All figures in £s	Budget 2013-14 (proposed)	Budget 2014-15 (proposed)	Budget 2015-16 (proposed)	Budget 2016-17 (proposed)
<b>Income</b>				
Rent Income – Dwellings	(27,086,090)	(27,985,500)	(28,917,890)	(29,688,450)
Rent Income – Non Dwellings	(714,650)	(716,290)	(717,970)	(719,680)
Service Charges - Tenants	(1,135,860)	(1,164,480)	(1,193,940)	(1,223,660)
Service Charges – Leaseholders	(462,890)	(466,080)	(469,340)	(472,660)
Facility Charges (Water & Gas)	(518,870)	(540,350)	(562,820)	(586,310)
Interest	(3,600)	(3,000)	(2,500)	(2,000)
Other Income	(80,000)	(80,000)	(80,000)	(80,000)
Recharge to General Fund	(163,000)	(163,000)	(163,000)	(163,000)
<b>Total Income</b>	<b>(30,164,960)</b>	<b>(31,118,700)</b>	<b>(32,107,460)</b>	<b>(32,935,760)</b>
<b>In Year Deficit / (Surplus)</b>	<b>(231,510)</b>	<b>210,750</b>	<b>(19,300)</b>	<b>(6,630)</b>
<b>BALANCE brought forward</b>	<b>(3,468,590)</b>	<b>(3,700,100)</b>	<b>(3,489,350)</b>	<b>(3,508,650)</b>
<b>BALANCE carried forward</b>	<b>(3,700,100)</b>	<b>(3,489,350)</b>	<b>(3,508,650)</b>	<b>(3,515,280)</b>

The 2013-14 HRA budget reflects updated assumptions as detailed in the main body of the report. The MTFS for 2014-15 to 2016-17 details the likely position for future years and will be updated in subsequent budget rounds.

The figures included in the table above exclude the impact of the increased rents that could arise if the recommendation to increase target rents is approved, as detailed in paragraph 20. It is recommended that these additional rents would assist council tenants under the Harrow Help scheme to complement the General Fund provision

## HRA Capital Programme

	2013-14 No. of properties	2013-14 £	2014-15 £	2015-16 £	2016-17 £
Capitalised Salaries	*	£317,000			
Major Voids	*	£76,870			
Kitchen and Bathrooms	370	£1,542,000			
Health and Safety	3 schemes*	£200,000			
Heating	275	£871,230			
Enveloping	400	£1,523,660			
Enveloping Francis Road	78	£1,000,000			
Door Entry upgrade/renewal	52	£512,500			
Lifts	1 scheme	£207,500			
Sheltered Warden Voids	*	£51,250			
Structural Issues	*	£256,250			
Garages		£61,500			
Aids and Adaptations		£615,000			
Capitalisation Responsive Repairs	*	£142,500			
Develop Wider Housing Initiatives Pot	*	£256,240			
<b>Council Funded expenditure</b>		<b>£7,633,500</b>	<b>£7,526,810</b>	<b>£7,827,330</b>	<b>£8,411,850</b>
Grant funded Extensions		-	-	-	-
<b>Total HRA Capital Programme</b>		<b>£7,633,500</b>	<b>£7,526,810</b>	<b>£7,827,330</b>	<b>£8,411,850</b>

Council are asked to delegate authority to the Portfolio Holder for Housing Services and Portfolio Holder for Finance, in conjunction with the Corporate Director of Community, Health and Wellbeing and the Corporate Director of Resources to adjust the capital programme, within the overall capital envelope for 2013-14, without seeking approval from Cabinet to ensure delivery of works

**COUNCIL**  
**28 FEBRUARY 2013**

**CABINET RECOMMENDATION**  
**(14 FEBRUARY 2013)**

**RECOMMENDATION V:**      **TREASURY MANAGEMENT  
STRATEGY STATEMENT,  
PRUDENTIAL INDICATORS  
AND MINIMUM REVENUE  
PROVISION (MRP) POLICY  
AND STRATEGY 2013/14**

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**RECOMMENDATION V**

**CABINET  
MINUTES**

**14 FEBRUARY 2013**

**Chairman:** \* Councillor Thaya Idaikkadar

**Councillors:**

* Bob Currie	* Phillip O'Dell
* Margaret Davine	* David Perry
* Keith Ferry	* Sachin Shah
* Mitzi Green	† Bill Stephenson
* Graham Henson	

**In attendance:** James Bond Minute 583  
**(Councillors)** Susan Hall Minute 583  
 Barry Macleod-Cullinane Minute 583

\* Denotes Member present  
 † Denotes apologies received

**RECOMMENDED ITEMS**

**590. Key Decision - Treasury Management Strategy Statement, Prudential Indicators and Minimum Revenue Provision (MRP) Policy and Strategy 2013/14**

The Portfolio Holder for Finance introduced the report, which set out the Council's Treasury Management Strategy (TMS) Statement, Prudential Indicators and Minimum Revenue Provision (MRP) Policy for 2013/14.

The Portfolio Holder outlined the amendments proposed to the Counterparty Policy, as follows:

- a maximum maturity return to 12 months for those banks that met the more demanding credit quality of specified investments;

- that the use of the money market funds was extended to enhanced cash funds, which had received cross-party support at the Governance, Audit and Risk Management Committee in January 2013.

**Resolved to RECOMMEND:** (to Council) That

- (1) the Treasury Management Strategy (TMS) and Prudential Indicators be approved;
- (2) the Minimum Revenue Provision Policy and Strategy for 2013/14 be approved.

**Reason for Decision:** To promote effective financial management and comply with the Local Authorities (Capital Finance and Accounting) Regulations 2003 and other relevant guidance.

**Alternative Options considered and rejected:** As set out in the report.

**Conflict of Interest relating to the matter declared by Cabinet Member/Dispensation granted:** None.

**COUNCIL**  
**28 FEBRUARY 2013**

**DECISIONS TAKEN UNDER**  
**THE URGENCY PROCEDURE -**  
**COUNCIL**

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## **REPORT FOR: COUNCIL**

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<b>Date of Meeting:</b>	28 February 2013
<b>Subject:</b>	<b>DECISIONS TAKEN UNDER THE URGENCY PROCEDURE - COUNCIL</b>
<b>Responsible Officer:</b>	Hugh Peart – Director of Legal and Governance Services
<b>Exempt:</b>	No
<b>Enclosures:</b>	None

In accordance with the delegations to Chief Officers, the Leaders of each of the Political Groups on the Council were consulted on the following urgent decisions, which were approved on behalf of the Council, as they required action prior to this meeting:

### **Appointments to Outside Bodies**

Following resignations, appointments to Outside Bodies of the Council were agreed as follows:

Harrow Citizens' Advice Bureau – Councillor Anthony Seymour

Harrow Citizens' Advice Bureau – Councillor Victoria Silver

London Councils' Children and Young People Forum – Councillor Mitzi Green

London Councils' Children and Young People Forum – Councillor Bill Phillips (Deputy)

All appointments made were for the remainder of the 2012/13 municipal year.

These appointments were agreed as matters of urgency provide to ensure continuing Council representation on these bodies at the earliest opportunity.

## **Appointment of Local Authority School Governors**

It was agreed that

- Authority be delegated to the Director of Children's Services (currently the Corporate Director of Children and Families) to appoint Harrow Local Authority Governors to schools within the borough.
- The process for the appointment of Harrow Local Authority Governors by the Director of Children's Services be agreed, as contained as detailed below.
- The Council's Constitution be amended to reflect the delegation to the Director of Children's Services.

An informal appointment process existed which involved the Director of Children's Services (Corporate Director of Children and Families) appointing LA Governors. It was intended to formalise this process by ensuring that there was a specific delegation contained in the Constitution and an agreed process for the Director of Children's Services to follow in the appointment of Harrow Local Authority Governors. This would ensure greater transparency and integrity in the process.

This issue was agreed as a matter of urgency to ensure that an agreed formalised process is in place for the appointment of Local Authority Governors as soon as possible to deal with any instances where an appointment is required to ensure that the Council is represented on School Governing Bodies.

The process agreed is detailed below:

### **Process for the Appointment of Harrow Local Authority ('Authority') Governors**

#### **Authority Delegated to the Director of Children's Services and Criminal Records Bureau Checks**

#### **The Policy:**

#### **Local Authority / Authority Governors**

1. No person including Elected Members may be appointed or nominated as a Local Authority Governor until they have had an enhanced Criminal Record Bureau (CRB) check, which has been cleared by an authorised officer.
2. Where a person has had an enhanced CRB check, which does not reveal any disclosures, the authority to appoint or nominate them as a LA governor is delegated to the Director of Children's Services (DCS). In these circumstances, the authority to appoint or nominate a LA Governor may be delegated to another Officer.

3. Where a person has an enhanced CRB check but it reveals any disclosure the DCS must consult with the Lead Member for Children's Services (LMCS) before making a decision. This decision may not be delegated to another Officer.
4. Serving LA Governors who are not Elected Members who do not have an enhanced CRB check will be requested to have one and will be required to have one before their appointments are renewed and every four years after that time.
5. Any person who refuses to have a CRB check carried out shall not be appointed or nominated as a LA governor. If they already hold the position of a LA governor they will be removed from that position by the DCS. The authority to remove the LA governor may be delegated to another officer.
6. An enhanced CRB check for all LA governors must be undertaken every four years. If the CRB check reveals any disclosures, the DCS must consult with the LMCS before deciding whether to remove the person from the position of LA governor. This does not preclude the DCS from removing an individual from position of LA governor for any other reason.

#### Elected Members serving as Governors in other Capacities

1. On any parent, co-opted, foundation or community governor being subsequently elected as an Elected Member the DCS will confirm with the Clerk to the school or academy's governing body whether the individual has an up to date enhanced CRB check and if not, will request that the Clerk require the Elected Member to have the check. If necessary upon confirmation from the Clerk, the LA will carry out the check on behalf of the school or academy.
2. The LA will also request that the Clerk of the governing body requests any person who is a Harrow Council Elected Member and sits in a private capacity on the Trust or governing body of a maintained, Academy or Free school to have an enhanced CRB check. If necessary upon confirmation from the Clerk, the LA will carry out the check on behalf of the school or academy.
3. If the Clerk to the governing body of a school or Academy refuses to require this check the position will be referred back to the DCS to raise as a general safeguarding issue in relation to governor appointment processes within that school.
4. If the Elected Member, once required by the Clerk, declines to have a check carried out they are automatically disqualified from serving as a school or Academy governor.

## **The Process:**

1. On any expression of interest, at any time, of being a LA governor or nominee a person will be required to have an enhanced CRB check prior to any consideration of an appointment or nomination.
2. Enhanced CRB checks will initially be undertaken by Democratic Services on receipt of all relevant information. The outcome of the checks will be shared with Governor Services and Shared Services.
3. On a date to be agreed between the Director of Legal & Governance Services and the Divisional Director of QACS, the responsibility for undertaking enhanced CRB checks for all LA appointed or nominated Governors will be transferred to Governor Services.
- 4.
5. Democratic Services, Shared Services and Governor Services will liaise to ensure that:
  - a. Enhanced CRB checks are undertaken for all prospective LA governors
  - b. The Register of Interests of Elected Members is up to date
  - c. Governor Services maintains an accurate list of LA governors and their CRB status
  - d. CRB Checks are recorded on SAP by Shared Services
6. The Clerk to the Governing Body, either directly or through the school offices, will be informed of the CRB check outcome and the number and date of the check will be forwarded to them.
7. Harrow Council will accept an enhanced CRB check carried out by a maintained, Academy or Free school for a LA Governor on the following conditions:
  - (a) The Enhanced check is no more than 4 years old
  - (b) The reference number and date is provided
  - (c) The Enhanced check does not reveal any disclosures
8. Once the rules on CRB checks are changed to provide portability of checks and the provision of the check to the individual as opposed to the organisation, the Council will accept an enhanced CRB check from an individual provided it is no more than 4 years old and is the original copy.

*The LA will explore whether it is permissible to accept enhanced CRB checks from other private or public bodies for this purpose.*



## **FOR INFORMATION**

**Contact:**

Elaine McEachron, Democratic & Electoral Services Manager

Tel: 020 8424 1097

E-mail: [elaine.mceachron@harrow.gov.uk](mailto:elaine.mceachron@harrow.gov.uk)

**Background Papers:** Urgent Decision Forms

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**COUNCIL**  
**28 FEBRUARY 2013**

**DECISIONS TAKEN UNDER  
URGENCY PROCEDURE BY  
PORTFOLIO HOLDERS, LEADER  
AND DEPUTY LEADER AND USE  
OF SPECIAL URGENCY  
PROCEDURE**

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## **REPORT FOR: COUNCIL**

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<b>Date of Meeting:</b>	28 February 2013
<b>Subject:</b>	<b>Decisions taken under Urgency Procedure by Portfolio Holders, Leader and Deputy Leader, and Use of Special Urgency Procedure</b>
<b>Responsible Officer:</b>	Hugh Peart – Director of Legal and Governance Services
<b>Exempt:</b>	No
<b>Enclosures:</b>	Appendix A – Decisions taken as a matter of urgency

### **Section 1 – Summary**

This report sets out decisions taken under urgency procedure rules by Cabinet, the Leader and Portfolio Holders, and use of the special urgency procedure since the meeting of the Council on 8 November 2012.

**FOR INFORMATION**

## **Section 2 – Report**

In accordance with Committee Procedure Rule 47.6 set out in Part 4 of the Council's Constitution, any Executive decisions taken as a matter of urgency are reported to the next available meeting of the Council.

Appendix A sets out decisions taken as a matter of urgency since the Council meeting held on 8 November 2012.

In accordance with the Access to Information Procedure Rules and paragraph 19 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the use of the Special Urgency procedure in relation to Executive decisions is to be reported quarterly to Council.

The Special Urgency procedure has not been used since the Council meeting on 8 November 2012.

## **Section 3 – Further Information**

Where appropriate, Ward Councillors, outside organisations and interested parties were consulted on individual reports considered by Cabinet, the Leader and Portfolio Holders.

Where decisions were deemed urgent, the agreement of the Chairman of the Overview and Scrutiny Committee was obtained that the decision would not be subject to the call-in procedure.

## **Section 4 – Financial Implications**

As per the individual reports to Cabinet, the Leader and Portfolio Holders.

## **Section 4 – Corporate Priorities**

Corporate priorities are included in the individual reports to Cabinet, the Leader and Portfolio Holders.

Name: Steve Tingle	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 14 February 2013		

## **Section 6 - Contact Details and Background Papers**

### **Contact:**

Elaine McEachron, Democratic & Electoral Services Manager

Tel: 020 8424 1097

E-mail: [Elaine.mceachron@harrow.gov.uk](mailto:Elaine.mceachron@harrow.gov.uk)

### **Background Papers:**

Council's Constitution/Portfolio Holder Decision report/Cabinet agenda

## APPENDIX A

### Urgent Decisions

The following urgent decision has been made since Council on 8 November 2012:

<b>Subject</b>	<b>Decision Maker (Portfolio Holder/Leader/Cabinet)</b>	<b>Reason for Urgency</b>
Calculation of Business Rates Income for 2013-14	Cabinet	The reports had to be approved by Harrow in order for Harrow as the billing authority to inform the Preceptors (GLA, Fire, Police, etc) of the respective amounts by no later than 30 <sup>th</sup> January 2013.
Calculation of Council Tax Base for 2013-2014	Cabinet	The report had to be approved by Harrow in order for Harrow as the billing authority to inform the Preceptors (GLA, Fire, Police, etc) of the respective amounts by no later than 30 <sup>th</sup> January 2013.